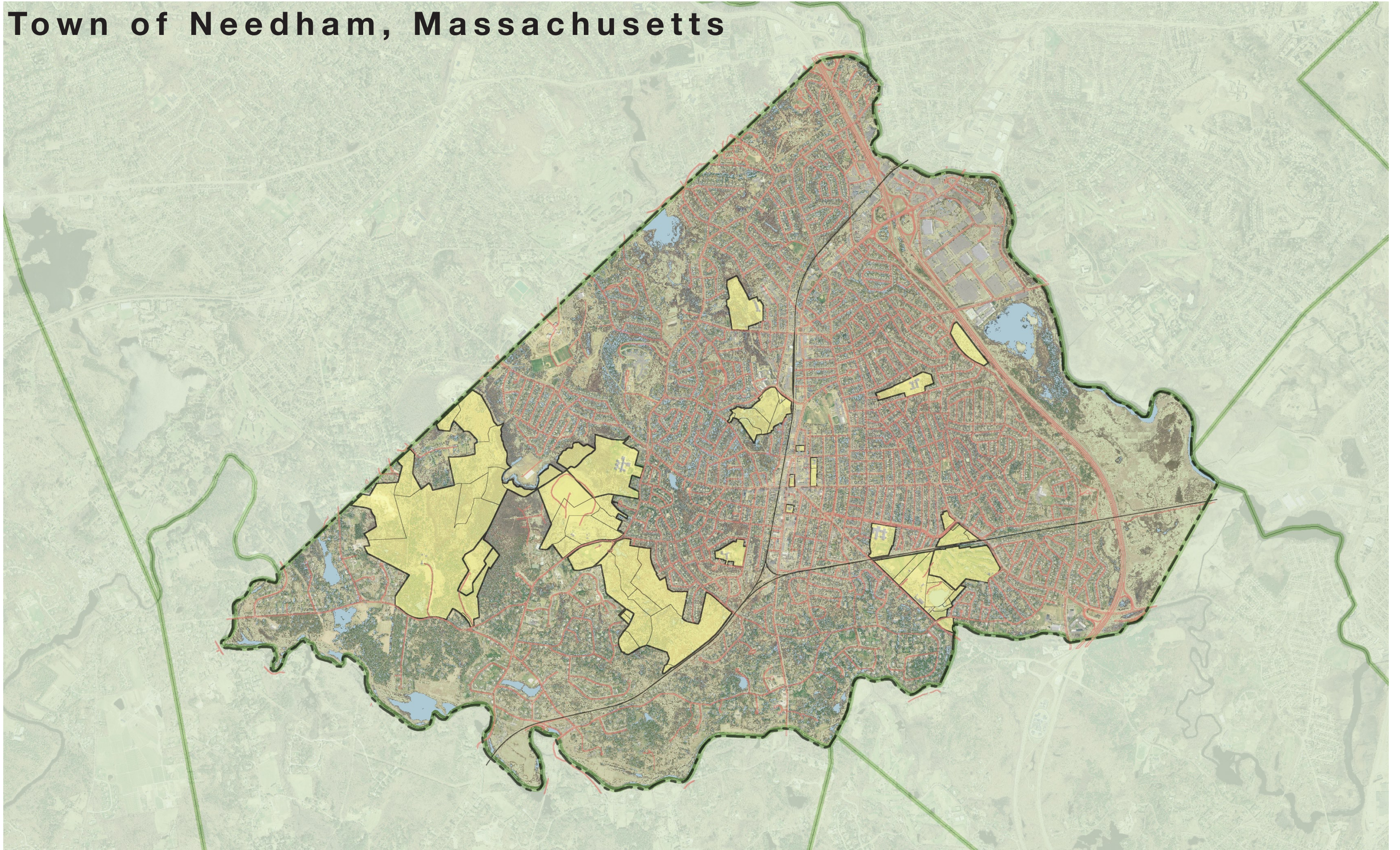


Facilities Master Plan Town of Needham, Massachusetts

Volume 1



This report has been prepared under the direction of the Permanent Public Building Committee (PPBC) with the guidance of the Facilities Working Group (FWG) which consists of numerous Town officials, Town Departments, facility groups and citizens.

It has been an exhaustive and deliberative process that began in October 2005 and has included numerous participants in meetings, work shops and public forums. The process has been open and collaborative with the focus on the best approach to solve Needham’s current and future needs.

While the list of active participants is too numerous to mention here, we acknowledge the leadership of the PPBC under John Connelly, the FWG and its chair John Bulian and Town Manager, Kate Fitzpatrick and her excellent staff.

Respectfully submitted,



Kenneth F. DiNisco
DiNISCO DESIGN
15 November 2006



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EXECUTIVE SUMMARY

Introduction

This report has been prepared under the direction of the Permanent Public Building Committee (PPBC) with the guidance of the Facilities Working Group (FWG) which consists of numerous Town officials, Town Departments, facility user groups and citizens.

It has been an exhaustive and deliberative process that began in October 2005 and has included numerous participants in meetings, work shops and public forums. The process has been open and collaborative with the focus on the best approach to solve Needham’s current and future needs.

This study begins with a review and update of the previous 1999 Town Wide Comprehensive Facilities Study. It includes the evaluation of programmatic requirements for all Town departments and all Town owned facilities with the exception of the High School and the Public Safety Building.

Goals & Objectives

The 1999 Master Plan has served the Town well, but now it is time for the Town to reconsider the next set of facilities decisions. The overall objective of the current Master Plan Study is to build on the information obtained through prior facility and site studies. Specific objectives include:

- 1. Evaluate space needs for:
 - Schools & School Administration
 - Senior Center
 - Current Town Hall Departments
 - Department of Public Works (DPW)
 - Recycling and Transfer Station (RTS)
 - Public Facilities
 - Emergency Management
- 2. Identify sites and determine building sizes.
- 3. Create a realistic master plan for implementation.
- 4. Estimate capital and operating costs.
- 5. Develop implementation strategies.
- 6. Identify required transition space.
- 7. Determine disposition of Town buildings.

- 8. Identify private / public partnerships.
- 9. Provide for future growth.

Need

The needs assessment begins with departmental programmatic requirements which includes efficient operations, location and adequate office space. It also includes an evaluation of physical facilities for condition, suitability for its current use and building code issues.

Middle and Elementary Schools

Pollard Middle School was build in 1958, added to in 1969, renovated in 1995 and expanded in 2002 with the addition of ten portable classrooms. It has the capacity of 800 students plus 200 for the portable classrooms. Today it houses 1,080 students (grades 6, 7 & 8) and by 2013 this number will grow to 1,369 students. There is no space for additional incoming students and the current plan is to add two more portable classrooms in 2008 as an interim solution.

Enrollment at the Elementary schools will continue to increase until 2009 at which time there will be a gradual decrease. However, the influx of new residential development at New England Office Park and other locations will alter number of Needham school age children which may well push out the enrollment curve for both elementary and middle schools.

School enrollment projections have been prepared by Future School Needs Committee during the past eleven years. These projections have been carefully evaluated for consistency and accuracy by comparing 5 year and 10 year projections to actual enrollments for the same time periods. The validity and accuracy of the process and enrollment numbers have been confirmed. It is reasonable and prudent to accept these projections and to plan accordingly.

Town Offices

In 1901 Town Meeting recognized the “... need for proper and fitting accommodations to conduct town business... “ with a building that has”

- Adequate space (town offices)
- Fire-proof security (town records)
- Dynamic and modern presence

This describes a Town hall as a civic monument to Needham’s new, 20th century identity.

Today the Town Hall overlooks a beautiful common, is the civic center of Needham and anchor to the downtown business district. There is inadequate space for Administration & Finance, Community Services and Community Development. The original building is 100 years old and the second floor conversion was completed in 1965. It is over-crowded, suffers antiquated mechanical systems, limited handicapped accessibility and lacks fireproof storage. While it was appropriate for the 20th century, today it is neither modern nor dynamic.

DPW

The existing DPW facility on Dedham Avenue is too small for department needs, and garage space is inefficient and inappropriate. Second floor office space has a fire escape as a second means of egress, there is no handicapped accessibility and there is a history of air quality problems from the garage below. There is also an EPA citation for environmental site issues.

School Administration

The Emery Grover Building is too small for all School Administration Central Offices. Those spaces that do not fit are dispersed throughout the school system. The existing configuration of space is inefficient, there is no handicapped accessibility and building systems are antiquated. The School Department priority is that Central Administration be under one roof. Location is not important.

Senior Center

The existing Senior Center located in the basement of the Stephen Palmer Building is too small with limited handicapped accessibility and inadequate parking. While it is an excellent location for services and downtown amenities, the building is inappropriate as a senior center.

Emergency Operations Center (EOC)

The EOC is a command post for vital town departments and is used only in the event of an emergency. Its current location in inadequate, rented space on Dedham Avenue is normally unoccupied and is used only during emergencies. It is not a satisfactory arrangement for such a vital activity.

Planning Options

Middle and Elementary Schools

Middle school options include four different approaches with a total of 11 options.

- Option A–New middle school at Dedham Ave.
- Option B–Addition at Pollard
- Option C–Convert Newman to a middle school
- Option D–Convert High Rock to a middle school

Some options are for grades 6-8 and others for 5-8, with a middle school size varying from 528 to 1,054 students. The 5-8 plans solve emerging elementary growth while 6-8 plans defer the problem. The School Committee has commented favorably on a new middle school (528 students) at the Dedham Avenue site as the preferred Middle School option.

In addition, the School Department has also identified an immediate need for the re-activation of High Rock School as a satellite middle school beginning in 2009 to accommodate current overcrowding at Pollard. The proposed option is the renovation/addition of High Rock plus six portable classrooms (a capacity of 440 students) for the entire 6th grade.

This short-term solution is to design High Rock as an elementary school but to use it for the sixth grade and to use Pollard as a 7-8 middle school.

The long-term solution is the subsequent construction of a new middle school on Dedham Avenue for grades 6-8. High Rock reverts to a K-5 elementary school with a capacity of 352 students. This solution satisfies the short and mid-term needs for overcrowding and assumes future modernization of Hillside and Mitchell for equity of elementary physical facilities.

Town Offices

Numerous planning options were explored that range from restoring the 2nd floor as meeting space, to a below grade addition under the parking lot, to a rear addition and / or a town hall annex.

At the present time two viable alternatives emerge. The first is identified as the Infill Option adds an additional floor within the former Meeting Hall creating a three level Town Hall. The expanded building accommodates Administration departments (Town Manager / Select

men, Clerk, Finance, Personnel). This option depends on Emery Grover being used as a Town Hall Annex for all Community Services departments and the Planning Department which are currently in Town Hall. The historic exterior is maintained. A sense of the original meeting hall architecture is maintained on the interior. The existing parking lot for 26 cars remains intact.

A second approach identified as the Atrium Option has a much larger addition built out to the property line in the existing parking lot. An atrium space adjoins what was the north exterior wall. The expanded building accommodates all Administration departments, Community Services departments and the Planning Department which are currently in Town Hall in addition to fully restoring the meeting hall which has a seating capacity of 400 – 500 people. This option eliminates parking for 26 cars.

While there are advantages and disadvantages to both approaches, this issue will continue to be evaluated. Both options are valid. Ultimately the final decision will emerge after continued discussions on cost/benefits and affordability.

Emery Grover

Many possible alternative uses of the Emery Grover Building have been considered. As a senior center the multiple floor levels are a disadvantage for seniors, even with an elevator. Since Emery Grover has a strong civic presence and is located downtown, a Town Hall Annex or housing are appropriate uses.

If used for senior housing, the building could accommodate approximately 24 units. If used as a Town Hall Annex it could accommodate Community Services and Community Development with the 3rd floor “attic” available for future expansion or other community use.

From these options two specific approaches emerge. The first is the use of Emery Grover as a Town Hall Annex including current School Administration offices. This option is linked with the Infill Addition of Town Hall whereby all existing departments currently in both buildings are housed in enlarged and fully renovated spaces.

The second approach is linked to the Atrium Addition, whereby Emery Grover is fully renovated for School Administration offices. Both Emery Grover options

will continue to be evaluated in conjunction with Town Hall options.

DPW

Possible sites for a DPW facility include

- Dedham Avenue - Renovation / New
- Greendale Avenue - New
- Central Avenue (RTS) - New

Each option has inherent problems.

The RTS site has significant topographic, wetland, space and traffic issues. It must also provide continued use of trash disposal and recycling during construction. The capped landfill may be used for a reprocessed material staging area, but cannot be used for structures. The DPW has suggested that the salt storage shed on Dedham Avenue could be relocated to the RTS regardless of the option.

While there are technical issues, Greendale Avenue is adequately sized for a new DPW building with adequate vehicular access.

The current Dedham Avenue site can accommodate a new or expanded DPW facility although current activities must be relocated while construction is underway. While this is a feasible option, a DPW facility in close proximity to recreation land must be addressed as a long term land use issue.

For purposes of this study we have included DPW at the RTS site as a placeholder until further deliberation finalizes one of the three sites or until an alternative site is identified.

Senior Center

While the existing Senior Center is an excellent location to services and downtown amenities, the building is inappropriate as a Senior Center. Options considered include new construction on the existing site as well as alternative locations.

Program configurations consider the Senior Center combined with a community center, community services departments and / or senior housing. Several options also pursued a potential public / private partnership with the YMCA. These options were discounted due to their cost and additional complexity which would push them further into the future.

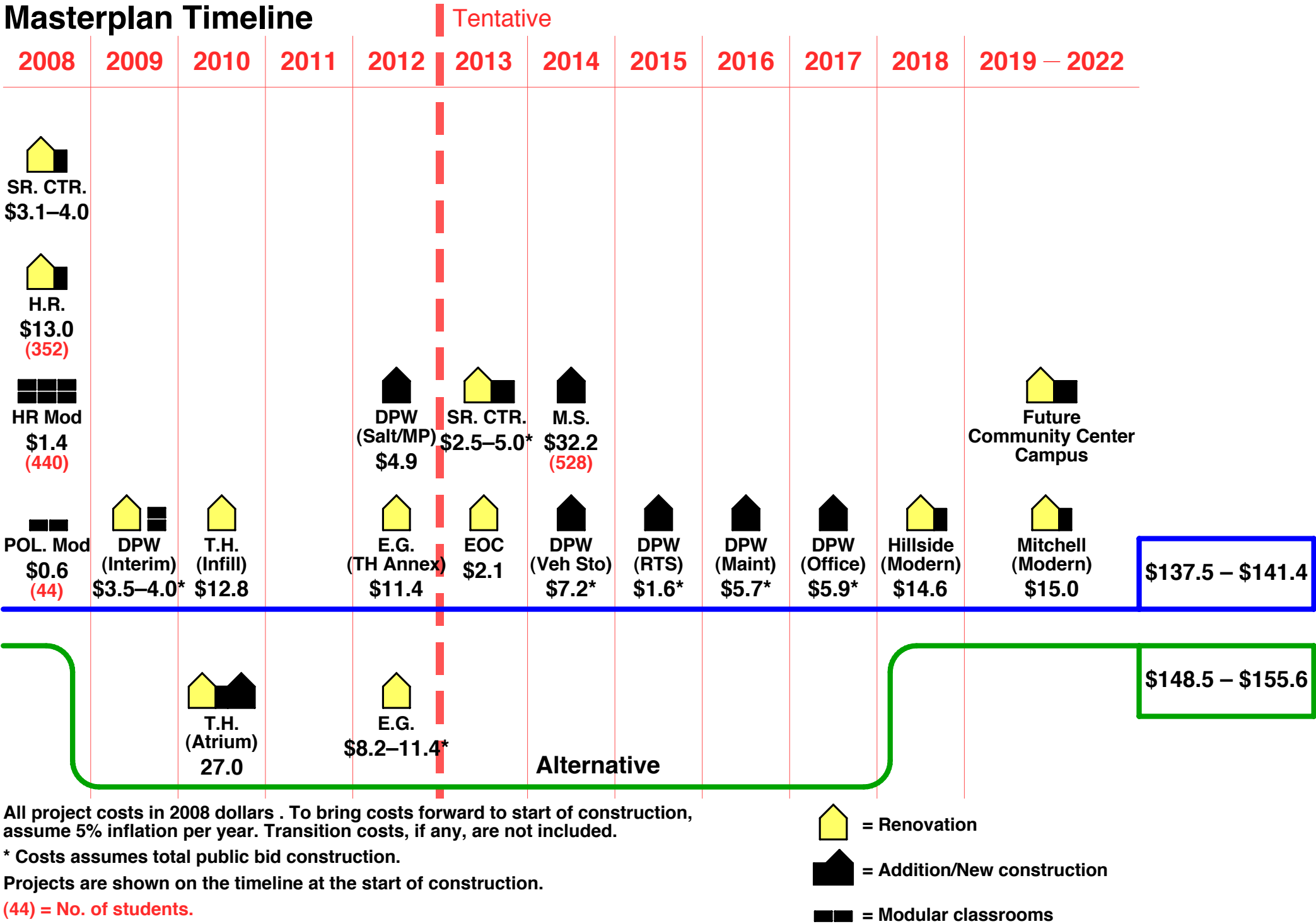
From three options (Pickering Street, Dedham Avenue Pump House and Ridge Hill) only the latter two were considered further. Use of the Pump House on Dedham Avenue is inextricably connected with the location / relocation of the DPW from that site. The combined use for a Senior Center and DPW is not workable. Accordingly, the availability of the Pump House is indefinite and problematic.

Therefore, the current preferences is the Ridge Hill site and the renovation and addition of the existing Morse-Bradley house in two phases. The first phase provides immediate, improved space comparable to what exists at Stephen Palmer. The second phase would be a further enlargement dependent upon actual usage and affordability.

Emergency Operations Center (EOC)

The proposed option to relocate the EOC to the Public Safety building addresses the deficits of the current facility. Locating the Emergency Operations Center adjacent to police and fire departments, which have significant roles in any emergency event, is also a logical solution. The FWG and architect agreed that no other sites merited further consideration for this facility.

Masterplan Timeline



Implementation

The final step is the implementation process whereby options are finalized and each project is prioritized. The Facilities Master Plan Timeline shows project costs in 2008 dollars, preliminary timelines, and alternative options for Town Hall. Projects for the time period between 2008 and 2012 have strong consensus. Priorities from 2013 on are more tentative and cost implications are less clear. While this is the current plan, timelines and priorities are subject to change.

2008

The highest priorities show construction beginning in 2008. Funding and design must precede construction by a minimum of one year.

The Selectmen have made a new Senior Center site a top priority. The proposed option is renovation/addition to the Morse-Bradley house at Ridge Hill with a project cost range of \$3.1 to \$4.0 million.

Two additional classrooms at Pollard must also be in place for the 2008 school year for incoming students. This cost is \$600,000.

Renovation and addition to High Rock as an elementary school to be used until a new middle school is built costs \$14.4 million. This includes six portable classrooms to allow a full (sixth) grade to use the site temporarily. When High Rock reverts to an elementary school the portable classrooms are removed and the elementary school capacity becomes 352 students.

2009

Since major improvements to the existing DPW are scheduled to begin in 2014 or later there was a strong consensus to act upon the issues of handicapped wac-cessibility, emergency egress and air quality as early as possible. These improvements which range between \$3.5 and \$4.0 million do not preclude alternative uses of the existing buildings if DPW is eventually relocated elsewhere.

2010

Two options remain for the disposition of the Town Hall. While Town Hall improvements are a high pri- ority, the choice between the Infill Addition (\$12.8M) versus the Atrium Addition (\$27.0M) warrants further deliberation.

2012

Although the final disposition of the present DPW site is unresolved, there are strong planning and environmental reasons for relocating the existing salt shed to the RTS site and reorganizing the materials handling area there. The total cost of this work is \$4.9M.

Work on Emery Grover is scheduled for 2012 either as a full renovation for Town Hall Annex (Infill Addition) at \$11.4M or as a full renovation for School Administration offices (Atrium Addition) which range from \$8.2M to \$11.4M.

2013 to 2022

All of the projects after 2013 will be evaluated during the next six years for need, prioritization and affordability.

The facilities master plan is a dynamic blue print for making decisions. It is a guide for making individual decisions based upon a comprehensive evaluation of all Town needs and the affordability of each project. It is the point of departure from planning to implementation, a process that will serve the citizens of Needham as they make decisions on facilities for the next 50 years.

Introduction

The scope of this study includes the evaluation of programmatic requirements for the following Town departments (See Figure 2-1) which includes the following:

- Middle and Elementary Schools
- School Administration
- Emergency Operations Center (EOC)
- Department of Public Works (DPW)
- Department of Public Facilities
- Administration
- Community Development
- Community Services

A comprehensive approach has been taken to analyze and document current and future space needs, relationships with other departments and the frequency of public access.

This section is organized as follows:

- Overview
- Master Program Summary
- Department Programs
- Program Space Diagrams

Methodology

Programmatic requirements were developed based on data from several sources:

- Previous Studies - Programmatic requirements developed in Phase 1 of the 1998 Town wide Comprehensive Facilities Study were reviewed (See Inventory of Previous Studies, Volume 3 - Appendix).
- Enrollment Projections - Capacity requirements for middle school and elementary school are based on projected enrollments provided by the Needham School Department's Future School Needs Committee.
- Existing Drawings - Available drawings of existing facilities for town departments were reviewed and square footage calculations prepared to document existing space use. Existing floor plans are included in Part 3 - Existing Site & Building Evaluations.
- Direct Observation - A variety of existing spaces were observed during numerous site visits for both



Figure 1-1 Master Program

the adequacy of space available, and its functionality as well as qualitative considerations.

- User Interviews - Interviews with appropriate town staff were undertaken during the fall of 2005. These meetings are documented in Meeting Reports #2, 3, 4, 5, 6, 7 and 9 and are included in Volume 3 - Appendix.
- Equipment Inventory - Storage requirements for DPW vehicles and large equipment are based upon DPW Vehicles and Equipment Inventory (See Meeting Report #41 in Volume 3 - Appendix).
- Summary of Functional Requirements - Functional requirements for each department have been documented in department overviews.
- Organizational Charts - Department Organization

charts have been prepared showing existing staff and potential future staff.

- Program Net Square Footage (NSF) - The NSF for each department has been tabulated based upon existing staff and current needs with consideration of future expansion.
- Program Space Diagrams have been prepared based on the Program NSF tabulations.
- Area by Design and Building Gross Square Footage (GSF) - Area by Design and GSF requirements have been determined by actual layouts of Town Departments which include Shared Facilities (such as conference rooms, copy centers and departmental storage), Circulation and Building Services. These layouts are included in Part 4 - Options.

YEAR	1999/2000				00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10
BIRTHS*		368			386	350	340	372	315	352	352	352	352	352
SCHOOL YEAR	2005/2006			PROJ -	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	GRADE	PROJECTED	ACTUAL	ACTUAL										
	K	405	414	(9)	447	400	393	428	362	405	405	405	405	405
	1	449	429	20	423	457	409	402	437	370	414	414	414	414
	2	406	406	0	433	427	461	412	405	441	373	417	417	417
	3	414	409	5	416	443	437	472	422	415	452	382	427	427
	4	373	367	6	411	418	446	440	475	424	417	455	384	429
	5	361	365	(4)	367	411	418	446	440	475	424	417	455	384
	6	372	373	(1)	371	373	418	425	453	447	483	431	424	463
	7	356	343	13	368	366	368	412	419	447	441	476	425	418
	8	373	374	(1)	341	366	364	366	410	417	445	439	474	423
	9	350	345	5	389	354	380	378	380	426	433	462	456	493
	10	371	374	(3)	340	384	349	375	373	375	420	427	455	450
	11	348	351	(3)	367	333	376	342	367	366	367	412	418	446
	12	337	329	8	340	356	323	365	332	356	355	356	400	405
	TOTAL	4,915	4,879	36	5,013	5,088	5,142	5,263	5,275	5,364	5,429	5,493	5,554	5,574
	K-5	2,408	2,390	18	2,497	2,556	2,564	2,600	2,541	2,530	2,485	2,490	2,502	2,476
	6-8	1,101	1,090	11	1,080	1,105	1,150	1,203	1,282	1,311	1,369	1,346	1,323	1,304
	9-12	1,406	1,399	7	1,436	1,427	1,428	1,460	1,452	1,523	1,575	1,657	1,729	1,794
		4,915	4,879	36	5,013	5,088	5,142	5,263	5,275	5,364	5,429	5,493	5,554	5,574
* REFLECTS JULY 1 TO JUNE 30 BIRTHS														

Figure 1-2 Enrollment Projections by the Future School Needs Committee (November 2005)

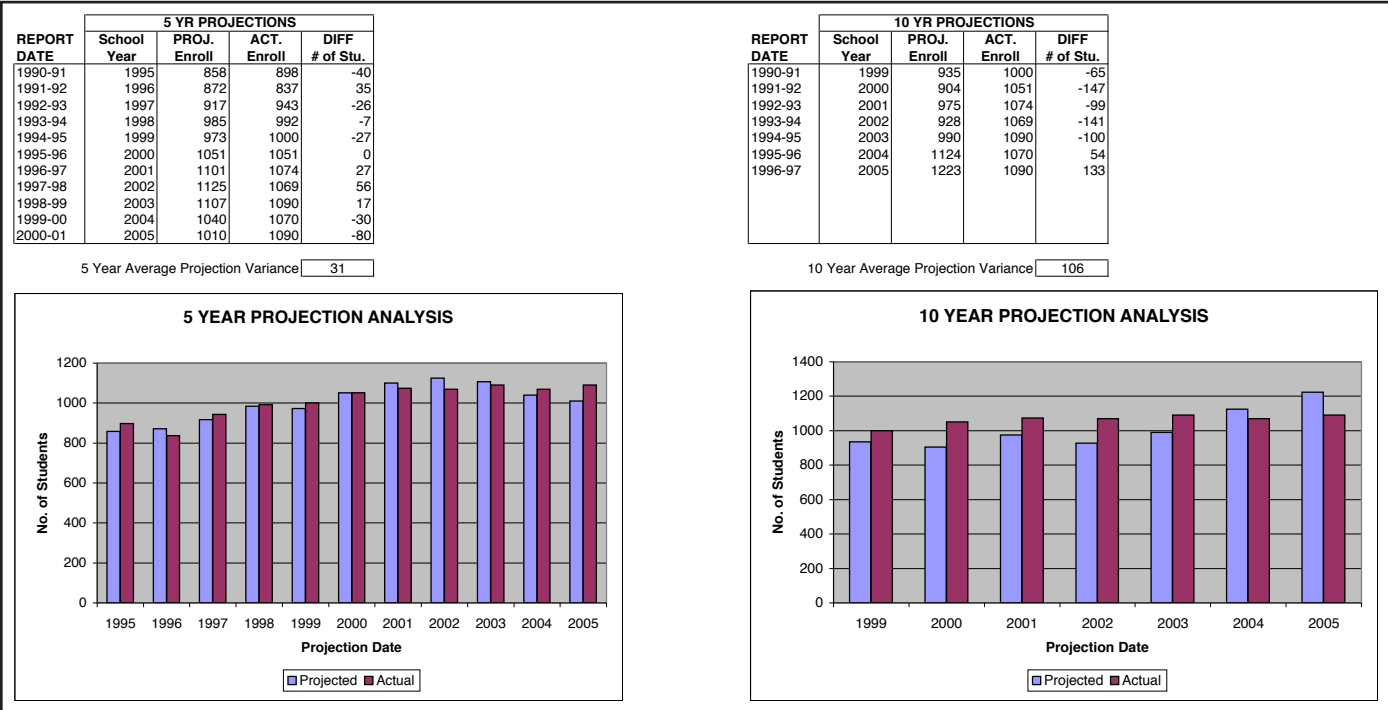


Figure 1-3 Middle School Enrollment Projections

Middle & Elementary Schools

Needham has five elementary schools, one middle school and one high school with enrollment totaling 3,566 students for the 2005 - 2006 school year. A review of enrollment projections and capacity requirements to meet the projected increased enrollment for middle and elementary schools is addressed in this section. The high school is not included in the scope of this study as it is currently undergoing a renovation / addition to address high school capacity and program requirements.

Educational needs include current overcrowding, future overcrowding, and the capacity of existing facilities. Program requirements also include consideration for equitable facilities across the school system. See the Schools data sheet for a detailed discussion of enrollment projections and capacity requirements.

Enrollment Projections

Enrollment projections have been prepared by the Future School Needs Committee (FSNC) during the past eleven years. The latest projection update will be released in November 2006.

The latest projections show (see Figure 1-2):

- Middle School (grades 6-8) enrollment peaking in the 2012 - 2013 school year at 1,369
- Elementary School enrollment (K-5) peaking in the 2009 - 2010 school year at 2,600.

Further, these projections do not include the impact of a proposed 350 unit residential development at New England Office Park, the resulting number of children (50 to 100) and the indirect consequence to single family “empty nester” residences.

Pollard Middle School

Pollard Middle School was built in 1958, added to in 1969, renovated in 1995 and expanded in 2002 with the addition of ten portable classrooms. It has the capacity for 800 students plus 200 students in portable classrooms. Today Pollard is already overcrowded at 1,080 students and by 2013 this number will grow to 1,369 students. Between 2006 and 2013 there will be a minimum shortfall of 369 students and possibly more. Simply stated there is no space for additional incoming students in 2008 and two more portable classrooms must be added in 2008 as a stop gap measure. It is reasonable and prudent to accept these projections and to plan accordingly.

Elementary Schools

Enrollment projections (Figure 1-2) for grades K-5 show a slight increase (approximately 100 students) which peaks in school year 2009-2010 and a slight decrease in the same

amount through 2015-2016.

The same chart shows declining births from 2000-2001 through 2004-2005. However, these trends are relatively minor and do not reflect immigration and changes in housing patterns such as new condominiums and the impact of empty nesters for Needham’s sizable baby boomer population.

Further, existing elementary schools are at or near capacity with anticipated conversions of core spaces (art, music, computers, etc.) to regular classrooms. This does not consider the future possibility of full-session Kindergarten. All five elementary schools are at full capacity with no possibility for expansion except by the addition of portable classrooms or additions.

The validity and accuracy of the process and enrollment projections have been reviewed. These projections have been carefully evaluated for consistency and accuracy by comparing 5 year and 10 year projections to actual enrollments for the same time periods (See Figures 1-3 and 1-4).

Space Requirements

The additional space required for middle and elementary schools to meet the projected growing enrollment varies depending on the system wide approach to providing additional capacity. Factors impacting space requirements include:

- Existing Elementary School / Middle School Grade Structure of K-5 / 6-8 versus Alternative Grade Structure of K-4 / 5-8.
- Renovation / Addition of existing school(s) for additional capacity versus construction of new school(s).

For the purpose of determining space requirements, Grades Pre-K - 8 School Options include the requirements below. These requirements apply to existing schools as well as any proposed renovation / additions and / or new schools.

- Adequate classrooms to be provided for full day kindergarten.
- Elementary schools to have dedicated art and music classrooms.
- 20 students per elementary classroom.
- 22 students per middle school classroom.
- Existing portables are not including in calculating capacity unless otherwise noted.
- Adequate core spaces in all schools

School Administration

School Administration spaces under consideration include:

- Superintendent of Schools
- Financial Operations & Personnel
- Student Development
- Program Development

Most School Administration departments are located in the Emery Grover building while other departments are dispersed in other locations due to lack of space. See the School Administration data sheet in the following section and the existing floor plans in Part 3 - Existing Site & Building Evaluations.

Emergency Operations Center (EOC)

The EOC serves as command center in times of a local emergency where the Local Emergency Planning Committee (LEPC) staff gather to coordinate emergency responses. LEPC members include staff from the fire, police, health, schools, administration and DPW. Additional members include representatives from Olin College, Beth Israel Deaconess Hospital as well as broadcast and print media, and security representatives of industrial facilities.

The current location is in rented space which is inadequate for its functions.

Department of Public Works (DPW)

The DPW provides Town services for road maintenance and construction, water supply and distribution, sanitary and storm sewer construction and maintenance, solid waste disposal and recycling, traffic control, parks and forestry maintenance and snow removal. The DPW includes the following departments:

- Administrative Services
- Highway Division
- Garage Division
- Parks & Forestry Division
- Engineering Division
- Water & Sewer Division
- Recycling & Transfer Station (RTS)

All of the DPW staff are located at the DPW complex on Dedham Avenue with the exception of the following: Sewer Pump Station operators (located at the West Street pumping station), Water Treatment Facility Manager and Operators (located at the Chase River Treatment Facility) and the RTS staff (located at the RTS facility on Central Avenue).

Department of Public Facilities (DPF)

The Department of Public Facilities was recently created by the May 2005 Town Meeting. This restructuring combines the functions of the Permanent Public Building Committee (construction) and the Municipal Building Maintenance Department (Maintenance and Repair).

The Municipal Building Maintenance Department (MBMD) offices are located in the Emery Grover building with the school department. MBMD maintenance shop operations are located in the Daley Building.

Administrative space under the Permanent Public Building Committee is currently located with the DPW offices on Dedham Avenue.

Town Administration

Core town management functions include:

- Town Manager / Selectmen
- Town Clerk
- Finance
 - Treasurer / Tax Collector
 - Retirement Board
 - Assessor
 - Town Accountant
 - Information Technology
 - Parking Clerk
- Personnel

Community Development

Community Development departments include:

- Planning Board / Design Review Board
- Board of Appeals
- Conservation Commission
- Building Department

The Planning Board / Design Review Board is located in Town Hall while the other three departments are with the DPW offices on Dedham Avenue.

Community Services

Community Services departments include:

- Health Department
- Veterans Services
- Youth Services
- Park & Recreation
- Senior Center (Council on Aging)

The Senior Center is located in the basement of the Stephen Palmer Building. Other Community Services departments are located in Town Hall.



Aerial Photograph provided by Needham DPW & Steven Hawes

Master Program Summary

Department	Proposed Program					Existing		Comments
	NSF	Subtotals (NSF)	Grossing Factor	DGSF	Subtotals (DGSF)	DGSF	Subtotals (DGSF)	
SCHOOLS	-					-		
Middle School (s)								MS & ES program requirements vary dependent on PK - 8 School Option.
Elementary School (s)								
SCHOOL ADMINISTRATION	13,605					10,531		
Superintendent of Schools	2,345		1.25	2,931		971		
Financial Operations & Personnel	3,335		1.25	4,169		3,738		
Student Development	2,695		1.25	3,369		1,613		
Program Development	1,940		1.25	2,425		1,283		
SUBTOTAL - DEPARTMENTAL SPACE		10,315			12,894		7,605	
Shared Facilities						2,926		
Building Services	3,290		1.25	4,113				
SUBTOTAL - SHARED FACILITIES		3,290			4,113		2,926	
EMERGENCY OPERATIONS CENTER (EOC)	2,400					539		
Emergency Operations Center	2,400		1.25	3,000		539		
DEPARTMENT OF PUBLIC WORKS (DPW)	43,630					18,667		
Administrative Division	1,430		1.25	1,788		1,000		
Highway Division	1,055		1.25	1,319		1,835		
Garage Division	31,715		1.25	39,644		3,700		
Parks & Forestry Division	775		1.25	969		1,835		
Engineering Division	3,725		1.25	4,656		2,740		
Water & Sewer	1,180		1.25	1,475		4,300		
SUBTOTAL - DEPARTMENTAL SPACE		39,880			49,850		15,410	
Shared Facilities								
Shared Offices, Conference Rooms, Copy Centers	1,450		1.25	1,813		1,392		
Department Storage	750		1.25	938		1,610		
Toilets, Maintenance Office, Janitor's Closets	1,550		1.25	1,938		255		
SUBTOTAL - SHARED FACILITIES		3,750			4,688		3,257	
DEPARTMENT OF PUBLIC FACILITIES (DPF)						225		
Permanent Public Building Committee (PPBC)	260		1.25	325		225		
Municipal Building Maintenance Department (MBMD)	5,845		1.25	7,306				

Master Program Summary

Department	Proposed Program					Existing		Comments
	NSF	Subtotals (NSF)	Grossing Factor	DGSF	Subtotals (DGSF)	DGSF	Subtotals (DGSF)	
TOWN ADMINISTRATION	13,380				16,725	8,441		
Town Manager / Selectmen	1,105		1.25	1,381		964		
Town Clerk	965		1.25	1,206		775		
Finance								
Assistant Town Administrator - Finance	140		1.25	175		108		
Treasurer / Tax Collector	1,145		1.25	1,431		748		
Retirement	285		1.25	356		133		
Assessor	985		1.25	1,231		776		
Town Accountant	595		1.25	744		529		
Information Technology	1,050		1.25	1,313		1,464		
Parking	145		1.25	181		-		
Personnel	635		1.25	794		256		
SUBTOTAL - DEPARTMENTAL SPACE		7,050			8,813		5,753	
Shared Facilities								
"Customer Service" - Communications & Reception	250		1.25	313		-		
Mail Center & General Work Area	690		1.25	863		413		
Conference Rms, Offices, Copy Centers, Lunch Rms	1,620		1.25	2,025		650		
Department Storage	1,260		1.25	1,575		637		
Toilets, Maintenance Office, Janitor's Closets	2,510		1.25	3,138		988		
SUBTOTAL - SHARED FACILITIES		6,330			7,913		2,688	
COMMUNITY DEVELOPMENT	5,235				6,544	1,276		
Planning Department / Design Review Board	790		1.25	988		469		
Board of Appeals	190		1.25	238		150		
Conservation Commission	300		1.25	375		145		
Building Department	920		1.25	1,150		512		
SUBTOTAL - DEPARTMENTAL SPACE		2,200			2,750		1,276	
Shared Facilities								
Shared Offices, Conference Rooms, Copy Centers	1,155		1.25	1,444				
Department Storage	805		1.25	1,006				
Toilets, Maintenance Office, Janitor's Closets	1,075		1.25	1,344				
SUBTOTAL - SHARED FACILITIES		3,035			3,794		-	
COMMUNITY SERVICES	6,810				8,513	2,271		
Health Department	2,130		1.25	2,663		857		
Veterans' Services	295		1.25	369		258		
Youth Services	820		1.25	1,025		538		
Park & Recreation	1,200		1.25	1,500		618		
SUBTOTAL - DEPARTMENTAL SPACE		4,445			5,556		2,271	
Shared Facilities								
Shared Offices, Conference Rooms, Copy Centers	1,140		1.25	1,425				
Department Storage	550		1.25	688				
Toilets, Maintenance Office, Janitor's Closets	675		1.25	844				
SUBTOTAL - SHARED FACILITIES		2,365			2,956		-	
SENIOR CENTER	22,740				28,425	6,440		
Senior Center	22,740		1.25	28,425		6,440		

Introduction

Potential sites to accommodate the program requirements established in Part 2 of this study are identified in this section. The following Town-owned sites have been evaluated (Circled numbers for these sites on map in Figure 2-1 correspond to the list below):

- 1. Dedham Avenue
- 2. Golf Course
- 3. Harris & Great Plain Avenues - Parcel 3
- 4. Pollard Middle School
- 5. High Rock School
- 6. Town Forest
- 7. Claxton Field
- 8. Central Avenue Site (RTS / “12 Acres” / Landfill)
- 9. Newman Elementary School
- 10. Nike
- 11. Ridge Hill Reservation
- 12. Hillside School
- 13. Mitchell School
- 14. Greendale Avenue - Parcel 74
- 15. Public Safety Building
- 16. Town Hall
- 17. Pickering Street (Palmer Building & Greene’s Field)
- 18. Emery Grover
- 19. Rosemary Lake (Outdoor aquatic facility)
- 20. Daley Building

It was determined during the course of this study that all identified program requirements be accommodated by use of Town-owned property with the exception of rental property for transition space. The use of private property was considered but discarded as an unnecessary, expensive and involving a protracted process.

This section is organized as follows:

- Overview
- Existing Conditions - Site and Building Plans
- Program - Site Evaluations

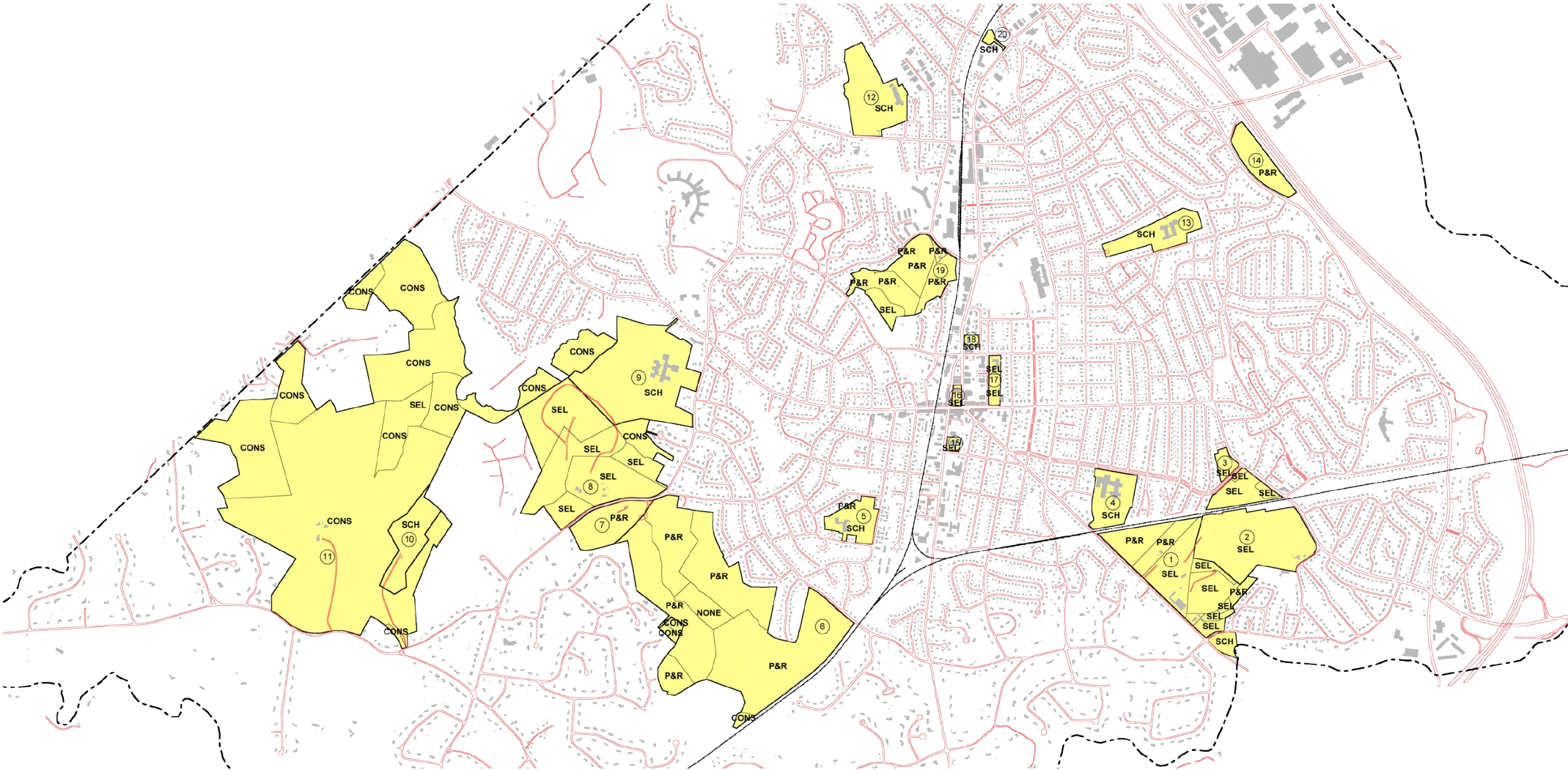


Figure 2-1 Town Owned Sites Under Consideration

Methodology

Existing sites and buildings were evaluated based on the following sources of information:

- Previous Studies - Existing conditions of Town properties have been documented in previous studies. Phase 1 of the 1998 Town Wide Comprehensive Facilities Study includes extensive evaluations of all Town buildings. Other studies focused on individual buildings and / or sites. See the Inventory of Previous Studies, Volume 3 - Appendix for a complete list.
- Geographic Information System (GIS) Data - Needham’s GIS data forms the base information for existing condition site plans. Aerial photography incorporated in these site plans was taken in 1999. This has been supplemented with more recent Massachusetts GIS aerial photographs (April 2005) where war-

ranted by significant changes to a site since 1999.

- Site Visits - Study consultants have conducted site visits with Town staff. See Meeting Reports, Volume 3 - Appendix for documentation of these site visits.
- Interviews with Town Staff - Town staff were interviewed to determine any significant changes to existing conditions documented in previous studies. See Meeting Reports, Volume 3 - Appendix for documentation of these interviews.
- Program - Site Evaluation Matrix - An initial screening of potential sites’ suitability for the various programmatic requirements was determined by establishing weighted criteria by which each program - site possibility was ranked individually by members of the Facility Working Group (FWG). These rankings were then compiled, averaged and documented

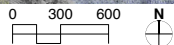
in the Program - Site Evaluation Matrix. The highest ranked sites for each program requirement were then further studied with design options developed to test the feasibility of the top ranked possibilities.

Existing Site & Building Evaluations

A brief discussion of the potential sites follows: Detailed building assessments are not within the scope of this study. As discussed above, the 1998 study included comprehensive evaluations of all Town buildings. All facilities have been reviewed and updated, but the vast majority of data is based upon the 1998 study. Existing Condition building and site plans with basic site and building data follow in the next section.



Figure 2-2 Dedham Avenue



Dedham Avenue

63.0 Acres

This site includes DeFazio Park playfields, DPW, the reservoir and adjacent pump house. In conjunction with the adjacent Needham Golf Club these sites together comprise one of the largest Town owned sites most suited for development.

A site inspection during this study revealed there are significantly more wetlands than were previously identified on this site. Existing buildings and site improvements are located in wetlands and buffer zones. These pre-existing disturbed areas subject to current wetland regulations may be developed in a “less detrimental manner,” subject to Conservation Commission approval. Geotechnical-environmental testing was performed in 1999 with reports included in previous studies (See the Inventory of Previous Studies, Volume 3 - Appendix).

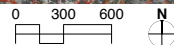
The existing DPW facility has numerous deficiencies as documented in several previous studies including:

- Office and garage spaces are too small for DPW program requirements
- No handicapped accessibility
- Air quality problems in the second floor office space from the garage below
- Non-compliance with EPA stormwater management requirements
- Inadequate egress from the second floor

Program spaces considered on this site are existing playfields, a new middle school, renovated/expanded DPW facility and senior center.



Figure 2-3 Golf Course



Golf Course

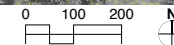
46.6 Acres

The Needham Golf Club is located on 46.6 acres of Town Owned land. The clubhouse and part of the ninth hole are privately owned. It is a nine hole course with two holes located north of railroad tracks. The current lease for this property to the Needham Golf Club expires in 2009. The golf course immediately abuts DeFazio Field but is separated by wetlands that flow into the reservoir. Other wetland features that flow from north to south are interspersed within the golf course. Preliminary studies conclude that the site despite the wetlands is developable for multiple program needs such as a school and senior center.

The golf course is a well maintained, community based facility. Although this site has the capacity to accommodate multiple uses for Town facilities, its current use has the added value of providing significant open space to the Town as well as serving as a “land bank” for future-Town needs beyond the time frame of this study.



Figure 2-4 Harris & Great Plain Avenues



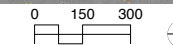
Harris & Great Plain Avenues

3.3 Acres

This undeveloped site is across Harris Avenue from the Golf Course. Given its small size and development constraints due to wetlands, it is not feasible as a site for the various programmatic requirements under consideration.



Figure 2-5 Pollard Middle School



Pollard Middle School

15.6 Acres

Pollard Middle School was expanded in 2002 with the addition of ten portable classrooms. It has a capacity of 1,058 students (with 22 students / classroom and including the existing portables). The existing parking and bus / car circulation on site is inadequate. Although the Middle School is adjacent to the DeFazio there is limited availability of the DeFazio playfields for Middle School use after school hours. The site has limited capacity for an addition, increased parking and improved bus and car circulation. Since the 1998 Facility Study, existing conditions were updated in the 2002 Middle School Feasibility Study (See Inventory of Studies, Volume 3 - Appendix).

This site has been considered for an expansion of the Middle School or for use of the portable classrooms for School Administration offices.



Figure 2-6 High Rock School

High Rock School
11.9 Acres

Originally built as an elementary school High Rock has recently been used as transition space for other Town projects. Existing parking and site circulation are limited and the site is restricted by topographic, geological and access restraints. Part of the building is located slightly within existing wetlands buffer zone.

Existing building systems are obsolete and there is no handicapped accessibility. The 2002 Middle School Feasibility Study provides complete documentation on the existing conditions.

Options for the High Rock site include renovation/addition for an elementary or middle school. Since this site is currently under utilized it has the unique advantage of being immediately available for use in various options.



Figure 2-7 Town Forest

Town Forest
206.0 Acres

This site is the largest parcel under consideration. It comprises dense woods, significant rock formations and a few small ponds. It is maintained by the Park and Recreation Department with 5 miles of trails for hiking and biking. Town Forest is adjacent to Claxton Park. Due to wetlands, significant topography, limited access and use restrictions (deed restrictions, bird sanctuary, etc.) Town Forest has limited opportunities for development. In addition, Town Forest may be on the Needham Open Space Inventory, which would require an act of the legislature for a change in use. The portion of Town Forest, off of High Rock Road is the only buildable portion. Although it is possible to site a small school at this location it is not desirable for the above stated reasons.

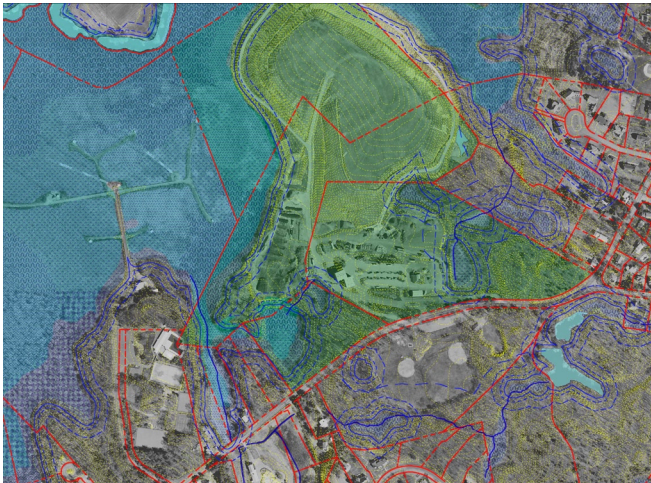


Figure 2-8 Central Avenue

Central Avenue - RTS, Landfill, "12 Acres"
81.8 Acres

The Recycling and Transfer Station is situated on a cluster of parcels approximating 72 acres. Needham's Solid Waste Processing Facility is the active portion of this site. Approximately 70% of Needham's waste is recycled here after being received, sorted and hauled away. There is also a composting operation on site. Three main structures occupy the site, the Transfer Station, the equipment storage building and a 3-bay garage. The Transfer Station is nominally at the end of its 20 year life, but it is adequate for its current waste processing functions. The RTS site is not connected to Town sewer. Central Avenue experiences heavy traffic, the busiest period being morning rush hour (7:30 AM to 9:30 AM).

The major portion of this site is a closed and capped Sanitary Landfill. Municipal solid waste was placed in the landfill from 1952 until 1997. Previous studies have looked at the reuse of the landfill. There is currently limited access via a haul road. Permanent structures are not advisable due to continued settling. Recreational uses while possible are not desirable due to exposed conditions of this hilltop site, continuing off-gassing from the landfill, and the above mentioned limited access.

The adjacent "12 Acres" parcel to the east has limited development potential due to wetlands, ledge, topography and indirect access to Central Avenue.

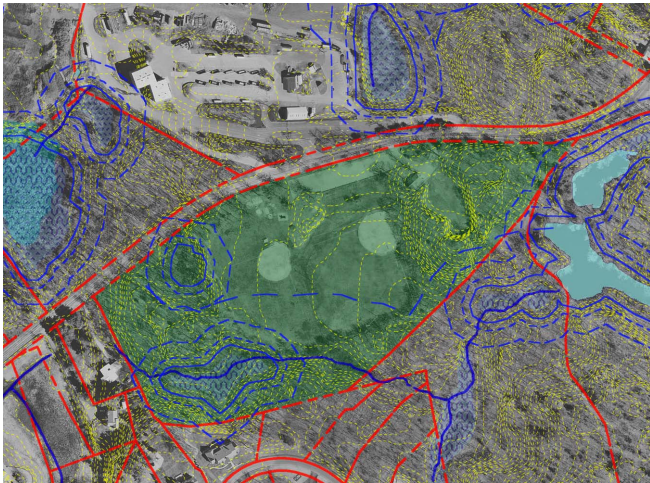


Figure 2-9 Claxton Field

Central Avenue - Claxton Field
17.3 Acres

This site is a former landfill (circa 1950's) with two baseball diamonds and a multipurpose field. Claxton field fronts Central Avenue, which is noted for heavy traffic.

Other uses for this site may be impacted by use restrictions (deed restrictions, bird sanctuary, etc.). Also Claxton Field may be on the Needham Open Space Inventory, which would require an act of the legislature for a change in use or compensatory land elsewhere in Town,

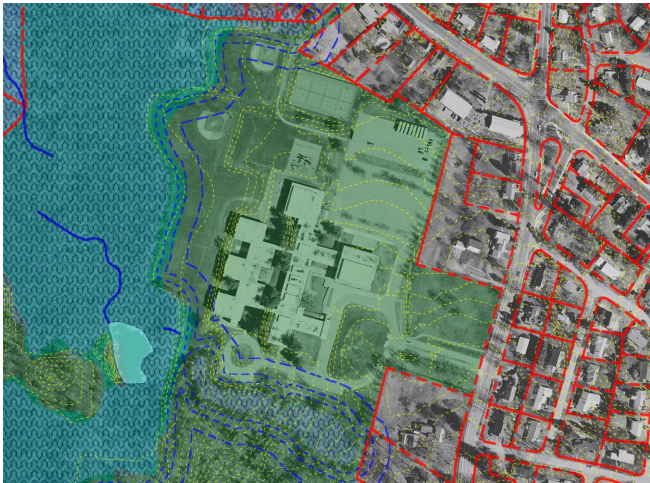


Figure 2-10 Newman School

Newman School
64.4 Acres

Although a large site, development is restricted to less than a third of the land area due to wetlands. Development may be further impacted by an easement to the federal government (related to the former Nike missile site) and rare wildlife habitats located in the vicinity. Despite these restrictions, this site could support an addition on the already developed area north of the school.

Newman School was originally constructed in 1960 as a middle school and served this purpose until 1986 at which time it was “mothballed” until 1993. In 1995 Newman was renovated and has been used as an elementary school since that time.

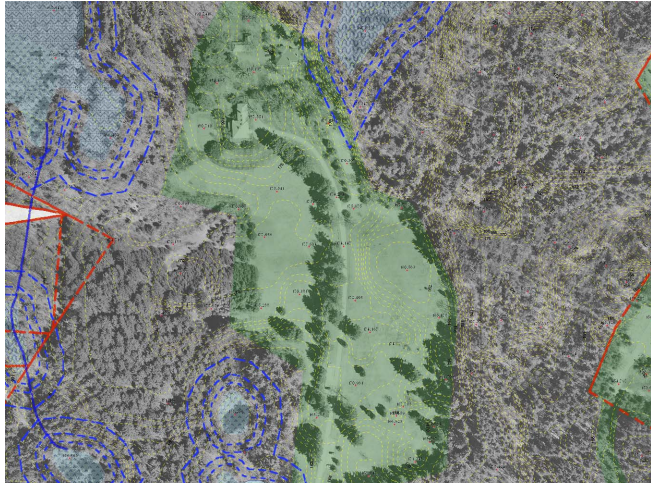


Figure 2-11a Ridge Hill

Ridge Hill Reservation
20 Acres

This former estate was purchased by Needham in 1971 for passive recreation. Dense woods surrounding open meadows climb to the Morse-Bradley house which has scenic views to the east. The entire Ridge Hill Reservation is 222 acres. The area shown above is 20 acres. There are additional town parcels surrounding Ridge Hill dedicated to passive recreational use. Miles of trails, a picnic area and restroom facilities are open to the public. The house was constructed in 1906 and is available for social functions to the public. There is adequate site access from Charles River Street.

Ridge Hill is not connected to Town Sewer.

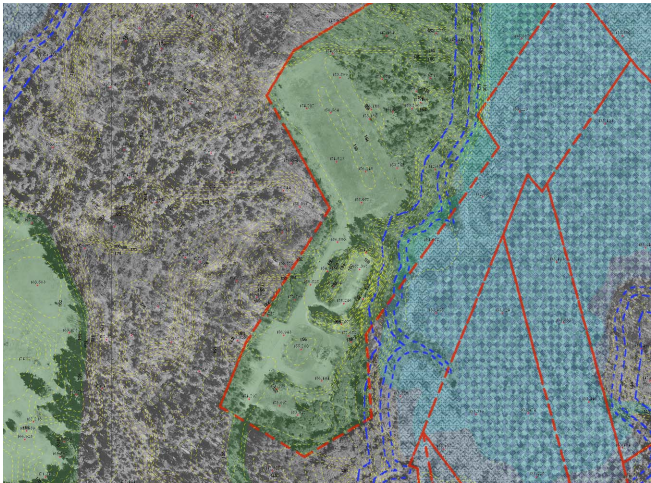


Figure 2-11b Nike

Nike
18.5 Acres

This site was used as a Nike anti-aircraft missile battery from 1955 until 1963. Since then a portion of the site has been used as a firing range for the Needham Police and most recently was the repository of excavated soil from the High School Renovation project.

A study conducted by GZA Environmental concluded that the site was suitable for accepting clean fill and could be developed provided lead contamination found near the police firing range was abated.

Access to the site at the merger of Pine Street and Charles River Street is a very difficult intersection. Alternative access may be possible through the adjacent Ridge Hill site.

This site is not connected to Town Sewer.

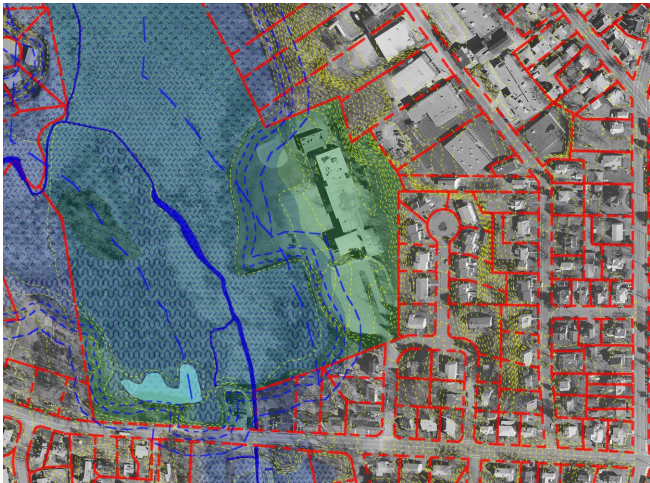


Figure 2-12 Hillside School

Hillside School
27.8 Acres

This site is surrounded by residential development on three sides. Rosemary’s Meadow to the west is predominantly wetlands. Although development is restricted by the wetlands, a modest addition is feasible. An off-site industrial subsurface contamination that previously affected this site has been remediated.

The existing school was built in 1961, with an addition in 1968 and portable classrooms added in 1996. Capacity for Hillside is 360. The building is not handicapped accessible and the building systems require modernization.



Figure 2-13 Mitchell School

Mitchell School

16.1 Acres

This site is surrounded by residential development on all sides. Town GIS data indicates a small amount of wetlands in the southeast corner of this site. While this site has more room for expansion than Hillside, the school's closed loop organization makes expansion more difficult.

The existing school was built in 1941, with an addition constructed in 1968. Capacity for Mitchell is 360. The building is not handicapped accessible and the building systems require modernization.



Figure 2-14 Greendale Avenue

Greendale Avenue

13.0 Acres

This undeveloped site is adjacent to 128 to the east. It is surrounded by residential development on the other sides. There is good vehicular access off of Greendale Avenue. Development of this site is feasible although an existing sewer easement through the site will impact site layout. Topography and its current undeveloped state will impact development costs.

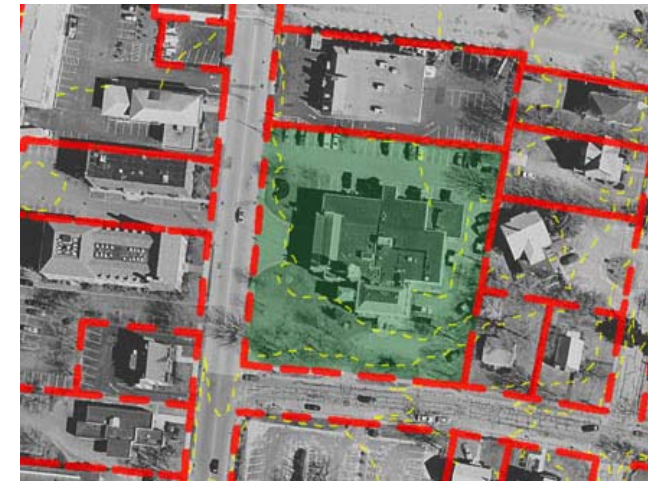


Figure 2-15 Public Safety Building

Public Safety Building

1.4 Acres

The Public Safety Building is located on Chestnut Street and houses the Police and Fire Department Headquarters. Constructed in 1914, this building is not handicapped accessible.

The facilities for Police and Fire Departments were not within the scope of this study. However, this facility is included here for evaluation for the potential relocation the Emergency Operations Center to this location. As part of this evaluation the emergency electrical generator's condition and capacity were investigated by the study team's electrical engineer, Thompson Engineering Company (TEC). For the purpose of relocating the EOC to the Public Safety Building, TEC recommends the existing generator be replaced with a larger, diesel driven generator (See TEC's report, Volume 3 - Appendix).

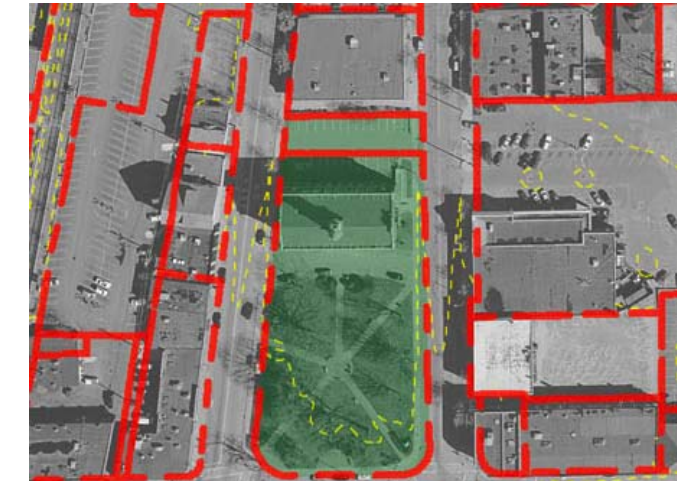


Figure 2-16 Town Hall

Town Hall

1.4 Acres

Town Hall is located in Town Center between Highland Avenue and Chapel Street, overlooking the Town Common. The Town Hall is the civic center of Needham and the anchor to the downtown business district. Town Hall is listed on both the Federal and State Historic Registries. There is limited parking on site for 26 cars which is inadequate for staff and visitors.

The original building was constructed in 1902 with Town offices on the first floor and an assembly hall on the upper floor. A renovation in 1965 converted the assembly hall to additional office space. Today Town Hall has several deficiencies for its current use:

- Inadequate space for the Town departments located here.
- Antiquated building systems.
- Exterior building envelope in need of major repairs. A study undertaken separately by the Town has identified long-term masonry and waterproofing repairs that are need for the east elevation wall (Report by Gale Associates, See Inventory of Previous Studies, Volume 3 - Appendix).
- Limited handicapped accessibility
- Inadequate fireproof storage for Town records.

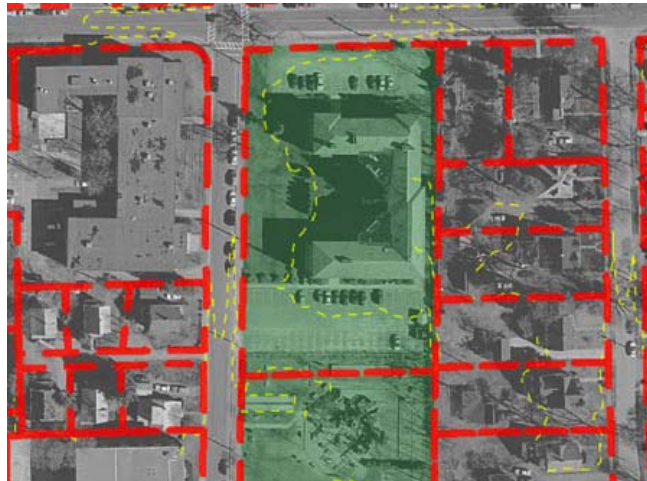


Figure 2-17 Pickering Street

Pickering Street

1.6 Acres - Stephen Palmer Building

2.5 Acres - Green's Field

The existing senior center occupies a portion of the basement (6,440 SF) in the Stephen Palmer Building. The rest of this building is used for 28 rent-controlled apartments, under a 50-year lease to a private manager (the lease expires in 2029). This building is located at the northern end of two contiguous town parcels, the balance of which is occupied by Greene's Field, a Town park including a playground, and baseball field. Parking to the north of Stephen Palmer Building is for apartment tenants and the parking to the south is for the Senior Center which is inadequate. There is no room on this site for building additions or parking areas without encroaching onto the adjacent playground.

The existing building was constructed in 1914 as a school. A major addition was completed in 1930 and the building was renovated in 1979 when it was converted to apartments. The basement space is inadequate and inappropriate for its use as a Senior Center and offices for the Council on Aging. It has limited handicapped accessibility and the building systems require modernization.



Figure 2-18 Emery Grover

Emery Grover

1.1 Acres

The Emery Grover Building is currently occupied by the School Administration and the Municipal Building Maintenance Department. This building is listed on both the Federal and State Historic Registries. Emery Grover has a strong civic presence and is located in the downtown business district near Town Hall on Highland Avenue. Parking areas surround the building on three sides.

Originally constructed in 1898 as a high school, it continued this use until 1924 when increased enrollment required a larger building at which time it was used for special classes. Subsequently, it was converted into its current use as School Administration offices.

Emery Grover suffers deficiencies similar to Town Hall for its current use:

- Inadequate space for the School Administration. Requiring some offices to be located elsewhere.
- Inefficient layout of interior spaces.
- Antiquated building systems.
- Exterior building envelope in need of major repairs.
- No handicapped accessibility



Figure 2-19 Rosemary Lake

Rosemary Lake

37.0 Acres

Rosemary Pool Complex is located on the eastern edge of Rosemary Lake, located adjacent to the downtown business district off Rosemary Street, across from the newly renovated Needham Free Public Library. Three gravel parking areas at different elevations are connected by asphalt driveways.

The pool complex was constructed in 1972. The east-erly portion of Rosemary Lake was contained by steel walls on three sides, forming an outdoor swimming pool. Water from Rosemary Lake is pumped, filtered and chlorinated for use in the pool. The adjacent two level Bath House includes pool equipment, toilets and showers, private concession and a site office.

Development of this site has been previously studied (See Inventory of Previous Studies, Volume 3 - Appendix). There are significant difficulties to developing this site including topography, wetlands and Rosemary Lake. However the previous study has determined that a large building (79,000 GSF) with integrated parking structure (102,000 GSF) is feasible (See Rosemary Lake, Option 1, Volume 2 and previous study).

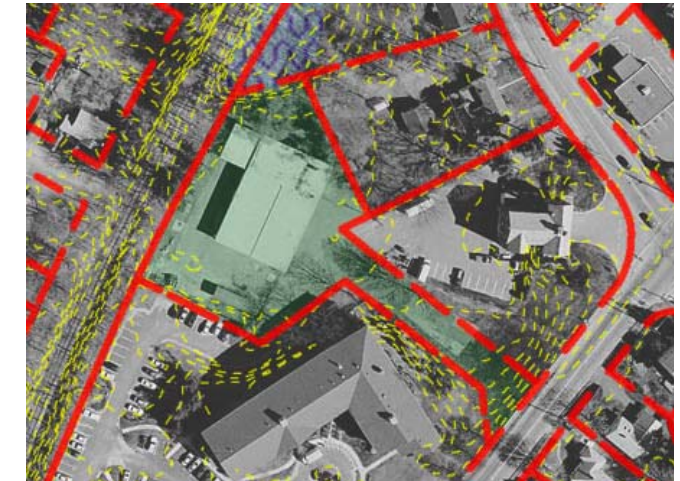


Figure 2-20 Daley Building

Daley Building

1.2 Acres

The Daley Building provides maintenance and storage facilities for the Municipal Buildings Maintenance Department and School Department. This site is located off of Highland Avenue behind Fire House No. 2. There is minimal street frontage for site access.

The Daley Building is a one-story brick and block structure housing supplies, storage, woodshop and mechanical / electrical plumbing shop. In addition service vehicles are also stored here.

Given its small size and constrained access, this site was not considered feasible for the various programmatic requirements under consideration.

Program - Site Evaluations

Program – Site Evaluation Criteria

CATEGORY	RANKING	ACTUAL VALUE	MAX VALUE	COMMENTS
1. LOCATION			15	○ 0 ⊖ 3 ⊖ 6 ⊖ 9 ● 12 ● 15
1.1 Geographic Location			5	Proximity to users, adjacent land
1.2 Neighborhood			5	Impact on existing neighborhood, community
1.3 Use / Zoning / Political / Services			5	Compatible uses / adjacency, political issues, public services
2. ACCESSIBILITY			15	○ 0 ⊖ 3 ⊖ 6 ⊖ 9 ● 12 ● 15
2.1 Site Access			5	Safe, adequate site access
2.2 Traffic			7	Proposed use compatible w/ existing traffic; Impact on existing traffic
2.3 Barrier Free			3	Free from hazards, high speed roads, railroads, rivers, industrial areas, etc.
3. SIZE			20	○ 0 ⊖ 4 ⊖ 8 ⊖ 12 ● 16 ● 20
3.1 Adequate Area			15	Optimum size, expandable
3.2 Parcel Configuration			5	Conducive to proposed use
4. ENVIRONMENTAL			10	○ 0 ⊖ 2 ⊖ 4 ⊖ 6 ● 8 ● 10
4.1 Wetlands, Flood Plains & Endangered Species			5	Existing wetland, flood plains, endangered species & their impact on proposed use
4.2 Pollution			3	Free of on-site/ adjacent olfactory, auditory, visual, noxious pollutants
4.3 Historical / Archaeological Assets			2	Existing historical / archaeological assets & their impact on proposed use
5. SITE DEVELOPMENT			20	○ 0 ⊖ 4 ⊖ 8 ⊖ 12 ● 16 ● 20
5.1 Utilities			3	Available and cost effective municipal sewage, storm drainage, water, gas and electricity
5.2 Topography			4	Appropriate topography for parking, building, playfields
5.3 Soils			4	Adequate soils for structural capacity and drainag; Existing ledge
5.4 Hazardous Materials			4	Free of high power wires, soils contamination, building asbestos, lead, etc.
5.5 Costs			5	Reasonable site development costs
6. AVAILABILITY			20	○ 0 ⊖ 4 ⊖ 8 ⊖ 12 ● 16 ● 20
6.1 Ownership / Control			4	Public, private
6.2 Availability			4	Restrictions, willing seller, cooperative agency, easements
6.3 Acquisition			6	Cost, available data, time schedule impact
6.4 Displacement Required			6	Cost, available data, time schedule impact
SUBTOTAL			100	○ 0 ⊖ 20 ⊖ 40 ⊖ 60 ● 80 ● 100
7. SPECIAL CONSIDERATIONS			N/A	Adjustment of Subtotal by site specific considerations. Value can be +/- ; No maximum.
TOTAL			N/A	○ 0 ⊖ 20 ⊖ 40 ⊖ 60 ● 80 ● 100+

Figure 2-21 Program - Site Evaluation Criteria

Process

A screening of potential sites’ suitability for the various programmatic requirements was conducted by a systematic evaluation of each program to each site. The Facilities Working Group (FWG) and the Permanent Public Building Committee (PPBC) provided considerable input in this process, both in establishing the criteria by which program - site combinations were evaluated as well as the evaluation of each site.

The potential sites and program components yielded 240 possible combinations as shown in the Program - Site Evaluation Matrix (Figure 2-22). After an initial review, program - site combinations were reviewed by the FWG and by consensus those combinations that were deemed to be either not applicable, did not meet threshold requirements or were possible but not desirable were eliminated. These eliminated combinations are grayed out in the Program Site Evaluation Matrix.

The remaining 56 combinations were evaluated by the FWG members according to a list of criteria. Individual scores for each program-site combination were then averaged and summarized in the Program - Site Evaluation Matrix. Finally the resultant rankings were reviewed by the FWG and individual scores were adjusted by the consensus.

The highest ranked program - site combinations resulting from this evaluation were then further studied with planning options prepared as presented in Part 4 - Planning Options.

Program - Site Evaluation Criteria

FWG members also completed a Program - Site Evaluation Criteria Chart (Figure 2-21) whereby site criteria are organized into six categories. Each criteria is given a maximum value which has been weighted by its importance. These criteria values are subtotaled for each category with a corresponding ranking symbol applied.

A seventh category, Special Considerations, allows adjustment of a program - site score by conditions unique to a specific site.

Program - Site Evaluation Matrix

The Program - Site Evaluation Matrix summarizes the results of the evaluation and ranking of potential sites that are best suited for each program requirement. All of the ranked combinations are further evaluated in planning options in Part 4.

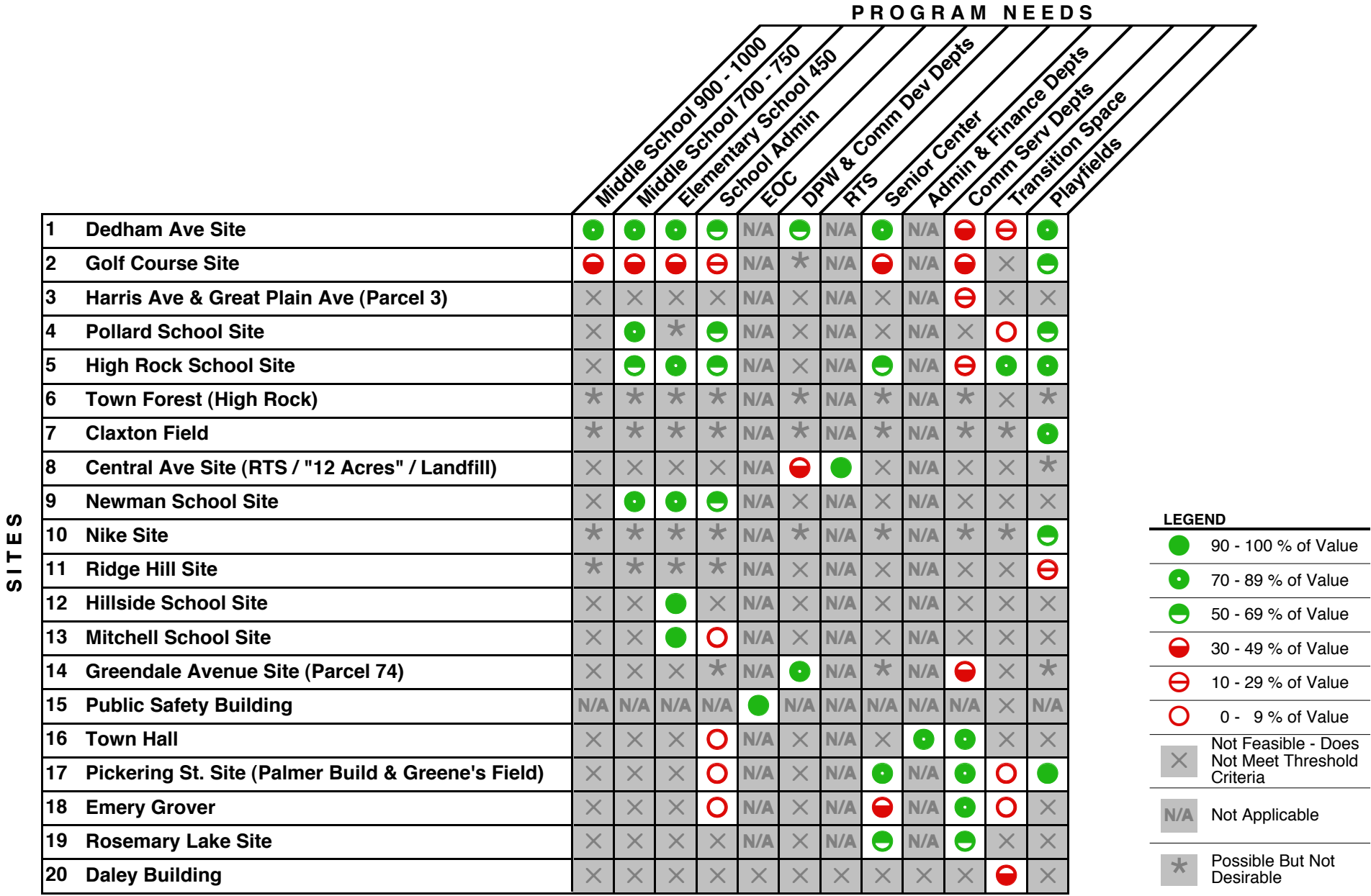


Figure 2-22 Program - Site Evaluation Matrix

Introduction

Potential options to meet the programmatic requirements identified in Section 2 are presented here. The options are organized as shown below:

- Middle Schools
- Elementary Schools
- School Administration
- Emergency Operations Center (EOC)
- Department of Public Works (DPW) & Community Development
- Town Hall / Emery Grover Options
- Town Hall
 - Administration
- Emery Grover Building
 - Community Services
 - School Department
 - Department of Public Facilities (DPF)
- Playfields

Methodology

Options were developed and evaluated based on the following methodology:

- Site Selection - Options were prepared for the highest ranked sites in the Program - Site Evaluation Matrix in Section 3 of this study.
- Site Plans - Where appropriate site plans were prepared.
- Floor Plans - Schematic floor plans were prepared based on the programmatic requirements as documented in Section 2.
- 3D Visualizations - Where appropriate perspectives and renderings were prepared such as with potential renovations / additions to the historic Town Hall.
- Cost Estimates - Cost estimates were prepared based on current costs. Costs were then were modified by an inflation factor to 2008 dollars which was used as a datum year for costs.
- Summary Charts - Where appropriate summary charts were prepared to evaluate options. For example a Grades PK - 8 Summary Chart was prepared to evaluate how options provide adequate capacity to meet projected school enrollment for elementary and middle schools.
- Presentation of Options - Options were presented to the FWG, PPBC and other various town committees, town staff user groups and the public. Meeting reports included in Volume 3 - Appendix documented feedback from these groups.
- Evaluation of Options - Evaluation of all the options is based upon public comments and discussions with both the FWG and PPBC. Options included in this section are limited to the preferred options based upon this evaluation process.

PK - 8 School Options

Option	Middle Schools	Capacity MS Grades	Capacity ^(a) ES Grades	Approximate Cost ^(b) (2008 \$)	Comment
A-2.1	New Middle School Existing Pollard MS	528 / 6-8 792 / 6-8	2,606 / PK - 5	\$ 74.8 M	Optimum / Facilities & Capacity + Completes school masterplan + Flexibility for future growth - Potential conflict w/ DPW
A-2.2	New Middle School Existing Pollard MS	528 / 6-8 792 / 6-8	2,606 / PK - 5	\$ 50.8 M	Optimum / Capacity + Flexibility for future growth - ES repairs only - Potential conflict w/ DPW
A-3	New Middle School Existing Pollard MS	880 / 5-8 880 / 5-8	2,200 / PK - 4	\$ 84.6 M	Optimum / Facilities & Capacity + Completes school masterplan + Flexibility for future growth - Potential conflict w/ DPW
C-2.1	Newman Addition Existing Pollard MS	880 / 5-8 880 / 5-8	2,186 / PK - 4	\$ 65.6 M	Moderate / Facilities & Capacity + Equal size MS + Completes school masterplan + Flexibility thru grade restructure - Occupancy during construction
C-2.2	Newman Addition Existing Pollard MS	880 / 5-8 880 / 5-8	2,186 / PK - 4	\$ 38.2 M	Moderate / Capacity + Flexibility thru grade structure - Occupancy during construction - ES repairs only - ES portables
D-5	High Rock Addition w/ Portables Existing Pollard MS	440 / 6-8 1,056 / 6-8	2,246 / PK - 5	\$ 14.4 M	Minimum - Interim solution - MS capacity only - MS Portables - Unequal size MS

Notes: (a) Capacity assumes full session kindergarten, dedicated art and music classrooms, and (20) students / classroom.
(b) Newman repairs are NOT included.
(c) Project costs in 2008 dollars.
(d) Pre-K @ Newman.

Figure 3.1 Grades Pre-K - 8 Options.

Overview

The adjacent chart shows the top rated combinations of middle school and elementary school options that were considered. These options have been evaluated as Optimum, Moderate and Minimum with regards to the following priorities:

- Satisfying the projected Pre-K - Grade 8 enrollment.
- Best resulting facilities overall for middle schools and elementary schools.
- Providing the most equitable facilities for all students.

Individual, comprehensive charts for each Pre-K - 8 Option are included at the end of this chapter. The following pages show the individual middle school and elementary school options represented in this chart.

Some plans are for grades 6-8 and other for grades 5-8, with a middle school size varying from 528 to 1,056 students. The 5-8 plans solve emerging elementary school growth while 6-8 plans defer the problem.

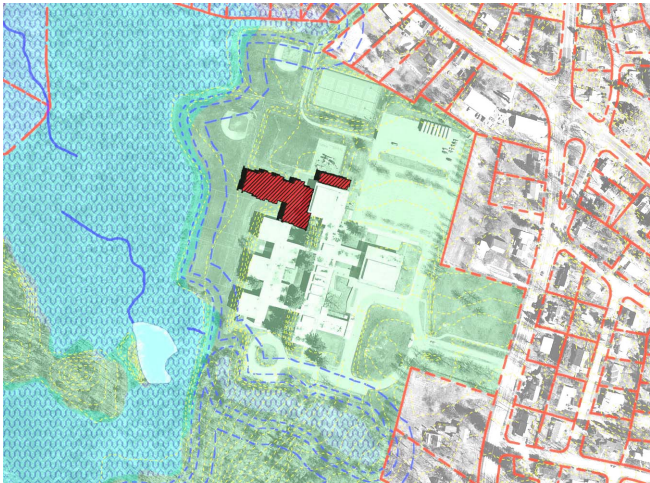


Figure 3-2 Newman Option C-2.1/C-2.2

Newman Addition

Capacity - 880 (22 students / classroom)

Cost - \$17.3 M (2008)

New Construction - 43,125 GSF

Renovation - 4,200 GSF

Existing No Work 107,850 GSF

TOTAL 155,175 GSF

Description

Conversion of the Newman Elementary School (originally a middle school) back to a middle school. An addition off the existing gym would include a second, smaller PE space, additional classrooms and labs. There would be minimal renovations required to existing school.

Evaluation

- + Two middle schools of equal size and comparable building quality.
Change in grade configuration.
- Construction at occupied Newman.
- Requires redistricting of elementary schools to accommodate for loss of Newman as elementary school.
- High Rock used long term as elementary school - Unavailable for future transition space.



Figure 3-3 Dedham Avenue Option A-2.1/A-2.2

New Middle School

Capacity - 528 (22 students / classroom)

Cost - \$32.2 (2008)

New Construction - 98,200 GSF

Description

Construction of a new middle school on the Dedham Avenue site adjacent to the playfields in DeFazio Park. The existing Pollard Middle School would be accessible via the railroad underpass.

Evaluation

- + No grade configuration change.
- +/- Growth / flexibility at middle schools.
- + Proximity of middle schools (“campus”).
- + Transportation savings.
- + Construction on unoccupied site.
- Two additional buildings required for K-8 enrollment (new middle school and High Rock).
- Disruption of playfields at DeFazio Park during construction.
- Unequal middle school sizes
- “Central Middle School Registry” required.
- High Rock used long term as elementary school. Unavailable for future transition space.
- ? DPW co-existence on site may be a conflict.



Figure 3-4 High Rock Option D-5

High Rock Addition / Renovation

Capacity - 352 (22 students / classroom)

Cost - \$13.0 (2008)

New Construction - 11,914 GSF

Renovation - 38,987 GSF

TOTAL 50,901 GSF

Description

Conversion of High Rock, currently used for transition space (previously an elementary school) for grade 6. High Rock would require a full renovation for long term use and a small infill addition for the above capacity.

Evaluation

- + Lowest cost option.
- No option for increased elementary capacity (other than Hillside / Mitchell expansion).
- Continued use of portables at Pollard.
- “Central Middle School Registry” required.
- High Rock unavailable for future transition space.

Overview

Options considered for middle school were evaluated based on the following priorities:

- Provide additional capacity for projected middle school enrollment. In particular, there is the need for additional capacity starting in 2008.
- Flexibility for future growth.
- Appropriate facilities.
- Equity.

Recommendations

1. The School Committee has expressed a preference for Option A-2 (528 students, on the Dedham Avenue site).
 - 1.1 It is a preferred smaller school with a potential for expansion to 700 - 800 students.
 - 1.2 At full build-out both Pollard and the new Middle School are of comparable sizes.
 - 1.3 The location at DeFazio Field places both schools at adjoining sites.
 - 1.4 A new school for grades 6-8 addresses some concerns relative to the appropriateness of grade 5 with grades 6-8.
 - 1.5 The disadvantage of this option is the high cost.
2. A second approach is a variation of Option D-4, a renovation and addition of High Rock plus six portable classrooms for a total capacity of 440 students. This option could be used as a short term, less expensive solution for grade six only. Grades 7-8 remain at Pollard. When a new middle school is built at DeFazio, High Rock (without portable classrooms) becomes an elementary school., This option, due to cost effectiveness and available space will be presented at the Special Town Meeting in November 2006.

Elementary Schools

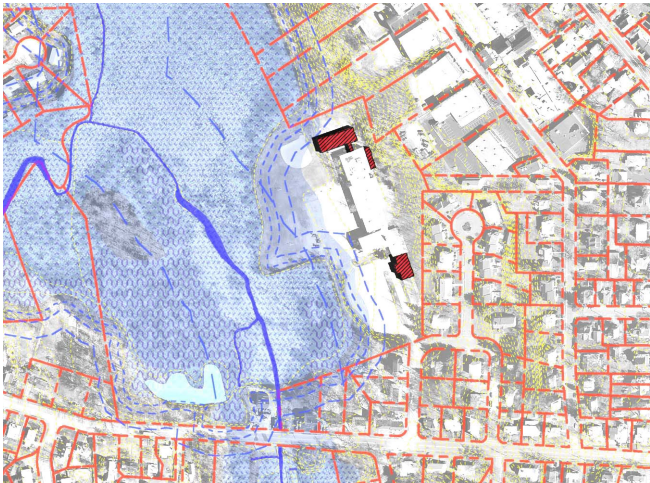


Figure 3-5 Hillside

Hillside School Modernization

Capacity - 360 (20 students / classroom)

Cost - \$14.6 M (2008)

New Construction -	9,788 GSF
Renovation -	46,901 GSF
TOTAL	56,689 GSF

Description

Modernization of existing school, elimination of existing portables and an addition to provide an increase in capacity from 400 to 500 students. This is a beautiful site with the opportunity for a modest expansion that does not impinge on the surrounding wetlands.

Evaluation

- + Addresses equity issue by bringing up Hillside to a comparable standard with the other elementary schools.
- + Portables are eliminated with new construction.



Figure 3-6 Mitchell ES

Mitchell School Modernization

Capacity - 360 (20 students / classroom)

Cost - \$15.0 M (2008)

New Construction -	9,537 GSF
Renovation -	50,586 GSF
TOTAL	60,123 GSF

Description

Modernization of existing school and an addition to provide an increase in capacity from 400 to 500 students. While the Mitchell School site has more room for expansion, the “closed loop” organization makes an addition more difficult.

Evaluation

- + Addresses equity issue by bringing up Hillside to a comparable standard with the other elementary schools.
- + Portables are eliminated with new construction.



Figure 3-7 High Rock

High Rock School Addition / Renovation

Capacity - 360 (20 students / classroom)

Cost - \$13.0 M (2008)

New Construction -	11,914 GSF
Renovation -	38,987 GSF
TOTAL	50,901 GSF

Description

Modernization of existing facility that was formerly an elementary school and has been used currently for Town transition space requirements. With the proposed infill addition this option provides a capacity of 360 students.

Evaluation

- + Provides additional elementary school capacity.
- Addresses equity issue by providing an additional elementary school that has been modernized.
- High Rock unavailable for transition space.
- More expensive approach to add capacity for operational expenses. This option adds additional elementary school to system compared to other options that expand existing elementary schools.

Overview

Options considered for elementary schools were evaluated based on the following priorities:

- Hillside and Mitchell are in need of modernization.
- Replacing portables with permanent construction at Hillside and Mitchell.
- Replacing capacity for those Pre-K - 8 options that converted Newman to middle school.

Recommendations

Due to the urgency of Pollard overcrowding and the availability of High Rock, the elementary overcrowding issue logically follows the Middle School solution.

1. Accordingly, if the preferred middle school solution is a \$14.4 million addition with portables at High Rock, then Hillside and Mitchell improvements are deferred.
2. Equity of facilities for elementary schools is an important issue, but less critical than immediate and severe overcrowding, first at the middle school and later at grades K-5.

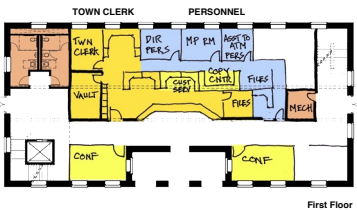


Figure 3-8 Town Hall

Infill Addition

Cost - \$12.8 M (2008)

New Construction - 6,190 GSF

Renovation - 18,570 GSF

TOTAL 24,760 GSF

Description

A floor is added at the existing second floor ceiling creating a new third floor. The expanded building accommodates all Administration departments (Town Manager / Selectmen, Clerk, Finance, Personnel). This option depends on Emery Grover being used as a Town Hall Annex with all Community Services departments and the Planning Department which are currently in Town Hall being relocated. The historic exterior is maintained. A sense of the original meeting hall architecture is maintained on the interior. The existing parking lot is not impacted.

Evaluation

- + Historic exterior maintained.
- + Entire project qualifies for CPA funding.
- Does not accommodate complete Town Hall program.
- Historic meeting hall not restored.



Figure 3-9 Town Hall

Atrium Addition

Cost - \$27.0 M (2008)

New Construction - 29,000 GSF

Renovation - 19,500 GSF

TOTAL 48,500 GSF

Description

A much larger addition is built out to the property lines in the existing parking lot. An atrium space adjoins what was the north exterior wall. The expanded building accommodates all Administration departments, Community Services departments and the Planning Department which are currently in Town Hall in addition to fully restoring the meeting hall which has a seating capacity of 400 - 500 and 300 banquet style. The addition on the north side impacts the historic exterior and reduces on-site parking from 26 to 10 cars.

Evaluation

- + Complete Town Hall program accommodated in Town Hall.
- + Historic meeting hall maintained.
- Historic exterior impacted by addition.
- Only a portion of the project qualifies for CPA funding.
- Parking spaces lost.

Overview

Options considered for Town Hall were evaluated based on the following priorities:

- Administration program requirements.
- Handicapped accessibility.
- Outdated building systems.
- Historic preservation of building exterior and interior meeting space.
- Qualification for Community Preservation Act (CPA) funding
- Impact on downtown parking.

Both options include a complete modernization of Town Hall including provision for handicapped accessibility. Neither option includes the cost for transition space or moving in and out during construction phase.

Recommendations

Both options have validity.

1. Infill Option

- 1.1 The addition of a third floor maintains the historic building exterior and results in newly modernized and functional town offices.
- 1.2 The project cost is 100% funded by CPA money.
- 1.3 The project cost at one-half the atrium solution can be phased as cash flow allows.
- 1.4 It is inextricably connected to Emery Grover as a Town Hall Annex/School Administration building.

2. Atrium Addition

- 2.1 This is a bold option that has a high price tag.
- 2.2 It satisfies all Town Hall activities in one location.
- 2.3 The meeting hall is restored with a large seating capacity for general community uses.
- 2.4 Parking is deferred to an overall downtown parking solution.
- 2.5 The smallest first phase of this option is \$21.2M
- 2.6 CPA funding only applies to \$1.5M of the first phase and \$12.0M for the entire \$27.0M project.

TOWN HALL OPTIONS

Town Hall Option / Cost	Annex Option / Cost	Total Cost (2008 \$)	Comment
A-1 Infill Addition	\$ 12.8 M EMERY GROVER - Full Renovation \$ 11.4 M EMERY GROVER - Moderate Improvements \$ 6.5 M EMERY GROVER - HP Improvements \$ 1.4 M Rental - (11,500 SF x \$ 22 / SF) x 10 Yrs + (11,500 SF x \$ 30 / SF) x 10 Yrs \$ 6.0 M	\$ 24.2 M	+ Town Hall & School Department program - With Reductions
B-1 Atrium Addition	\$ 27.0 M EMERY GROVER - Full Renovation \$ 8.2-11.4 M EMERY GROVER - 1st Flr Full Renovation \$ 4.5 M EMERY GROVER - Moderate Improvements \$ 6.5 M EMERY GROVER - HP Improvements \$ 1.4 M Rental - (4,000 SF x \$ 22 / SF) x 10 Yrs + (4,000 SF x \$ 30 / SF) x 10 Yrs \$ 2.1 M	\$ 36.6 - 39.8 M	+ Town Hall program - Full compliance + Emery Grover Accessibility Improvements for School Department Offices
B-1a Atrium Addition Future Town Hall / Meeting Hall Renovation	\$ 21.2 M EMERY GROVER - Full Renovation \$ 8.2-11.4 M EMERY GROVER - 1st Flr Full Renovation \$ 4.5 M EMERY GROVER - Moderate Improvements \$ 6.5 M EMERY GROVER - HP Improvements \$ 1.4 M Rental - (4,000 SF x \$ 22 / SF) x 10 Yrs + (4,000 SF x \$ 30 / SF) x 10 Yrs \$ 2.1 M	\$ 30.8 - 34.0 M	+ Town Hall program - Full compliance + Future Meeting Hall restoration possible + Emery Grover Accessibility Improvements for School Department Offices

Figure 3-10 Town Hall Options.

Overview

The chart to the left provides a summary of options under consideration for the use of Town Hall and the Emery Grover Building. Because of the potential use of Emery Grover as a Town Hall Annex, the options available for Emery Grover are predicated on the option chosen for Town Hall.

Options under consideration continue the use of Town Hall and Emery Grover for Administration, Community Services and School Administration functions.

Therefore this chart aids in evaluating the overall impact that results from the selection of paired options for these two buildings.

In addition for Emery Grover options and the Town Hall Atrium addition option, different levels of renovation are shown which impact the cost and useful life. For each of the three paired options shown, costs have been highlighted and the resulting total cost shown.

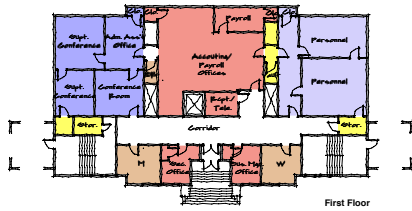


Figure 3-11 School Admin.

School Administration
Full Renovation

Cost - \$8.2 M - 11.4 M (2008)

Renovation -	21,385 GSF
Existing No Work	0 GSF
TOTAL	21,385 GSF

Description

This option is dependent on Town Hall program requirements being accommodated at Town Hall (Atrium Addition option). Emery Grover would accommodate the School Administration with an improved layout and provide more area than is currently utilized in this building for School Administration. A full renovation, including modernization of building systems and accessibility improvements, would allow for optimum usage of this building.

Evaluation

- + Full modernization of Emery Grover.
- + Opportunity for better layout of spaces.

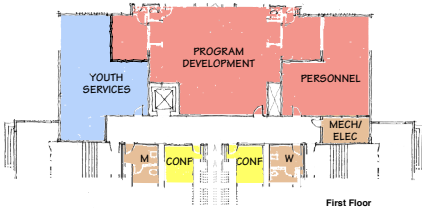


Figure 3-12 Town Hall Annex / School Adm.

Town Hall Annex / School Administration
Full Renovation

Cost - \$11.4 M (2008)

Renovation -	21,385 GSF
Existing No Work	0 GSF
TOTAL	21,385 GSF

Note: The above cost is for the entire renovation of Emery Grover for both Town Hall Annex and School Administration components.

Description

Through a reduction in requested program area for both Town Hall (Administration, Community Services and Planning Department) and School Administration 75% of the requested program is accommodated. Emery Grover would accommodate Community Services, Planning Department and School Administration. A full renovation, including modernization of building systems and accessibility improvements, would allow for optimum usage of this building.

Evaluation

- + Full modernization of Emery Grover.
- + Opportunity for better layout of spaces.
- Accommodates only 75% of the program, resulting in some School Department offices being located elsewhere.

Overview

The future use of Emery Grover is dependent on the option selected for Town Hall as it may be required for a Town Hall Annex. Options considered for Emery Grover were evaluated based on the following priorities:

- School Administration and potential Town Hall Annex program requirements.
- Handicapped accessibility.
- Outdated building systems.
- Opportunity to qualify for Community Preservation Act (CPA) funding

Both options include accessibility improvements. Neither option includes the cost for transition space or moving in and out during construction phase.

Recommendations

1. If the Town Hall Infill option is selected it is likely that a subsequent commitment for a full renovation of Emery Grover will follow.
2. If the Town Hall Atrium option is selected then Emery Grover can remain as School Administration offices in either:
 - 2.1 Minimal Accessibility Improvements @ \$1.4M, or
 - 2.2 Moderate Improvements @ \$6.5M, or
 - 2.3 Full Renovation @ \$11.4M



Figure 3-13 Pollard Middle School

Pollard School Portables

Cost - \$2.5 M (2008)

Description

After a middle school solution that reduces enrollment at Pollard to its design capacity of 800 students, School Administration offices can be accommodated in the Pollard Portables with a small infill addition between classroom clusters. Site improvements include additional parking, and separation of bus and parent drop-off for the existing Middle School.

Evaluation

- +? Re-use of the pollard portables which have another 10-15 years of useful life. However, this advantage diminishes the longer the re-use of the portable classrooms is extended.
- + Site improvements, additional parking and better traffic flow which benefit Pollard.
- This option is dependent on portables no longer being needed for classroom use.

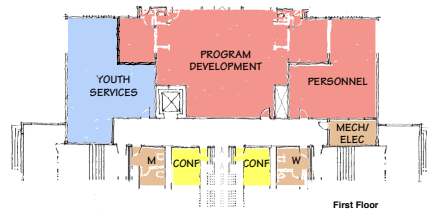


Figure 3-14 Emery Grover Bldg.

Emery Grover Building
Full Renovation

Cost - \$8.2 M - 11.4 M (2008)

Renovation -	21,385 GSF
Existing No Work	0 GSF
TOTAL	21,385 GSF

Description

This option is dependent on Town Hall program requirements being accommodated at Town Hall (Atrium Addition option). Emery Grover would accommodate the School Administration with an improved layout and provide more area than is currently utilized in this building for School Administration. A full renovation, including modernization of building systems and accessibility improvements, would allow for optimum usage of this building.

Evaluation

- + Full modernization of Emery Grover.
- + Opportunity for better layout of spaces.

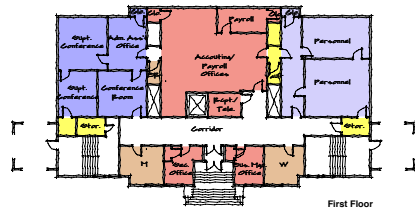


Figure 3-15 Emery Grover Bldg.

Emery Grover Building Renovations for
Town Hall Annex & School Administration
Full Renovation

Cost - \$11.4 M (2008)

Renovation -	21,385 GSF
Existing No Work	0 GSF
TOTAL	21,385 GSF

Note: The above cost is for the entire renovation of Emery Grover for both Town Hall Annex and School Administration components.

Description

Through a reduction in requested program area for both Town Hall (Administration, Community Services and Planning Department) and School Administration 75% of the requested program is accommodated. Emery Grover would accommodate Community Services, Planning Department and School Administration. A full renovation, including modernization of building systems and accessibility improvements, would allow for optimum usage of this building.

Evaluation

- + Full modernization of Emery Grover.
- + Opportunity for better layout of spaces.
- Accommodates only 75% of the program, resulting in some School Department offices being located elsewhere.

Overview

There are several deficiencies to the existing School Administration offices in the Emery Grover Building which the options considered address:

- More efficient space layout
- Handicapped accessibility
- Antiquated building systems
- Locating administration spaces in one location. Currently those spaces that do not fit are dispersed throughout the school system.

Where the School Administration is located is less critical than having all departments under one roof.

Options considered take two approaches:

- Locating the School Administration at the Pollard portable classrooms.
- Different degrees of renovations to the Emery Grover Building. Some options propose sharing the space with additional Town Hall Annex offices while others propose the School Administration to occupy Emery Grover by itself. Options that include a Town Hall Annex component are shown here as well in the section to follow on Town Hall / Emery Grover Options

Recommendations

1. If the renovation/addition of High Rock for the 6th grade is the immediate priority and a subsequent new middle school follows, the portable classrooms at Pollard may remain in place for the next ten years or longer. Accordingly, the re-use of portable classrooms for School Administration becomes less cost effective given their diminished longevity.
2. The alternative approach is either a renovated Emery Grover for School Administration or a shared Emery Grover with Town Hall Annex. Either of these approaches will work, but are dependent upon the town hall solution.

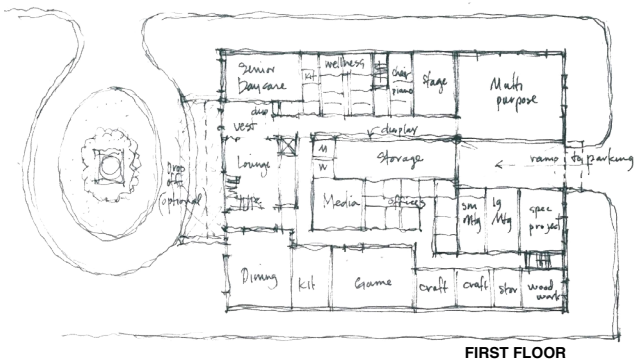


Figure 3-16 Pickering Street Option 4

Pickering Street Senior Center & Housing

Cost - \$00.0 TBD (2008)

48 Housing Units

1st - 3rd Floors - 93,300 GSF

Underground Parking - 34,400 GSF

TOTAL 127,400 GSF

Description

This site consists of a playfield, playground and Stephen Palmer housing which is leased by the Town for private rent controlled apartments. The program for this option is a senior center located on the first floor with housing on the second and third stories and one level of underground parking with 62 spaces). This option is predicated upon private development.

Evaluation

- + Downtown amenities and centralized location.
- Does not provide adequate parking for senior center and housing. Senior Center parking would compete with retail parking.
- Small site requires underground or structured parking which makes project expensive.
- Potential traffic conflict with St. Joseph's School.
- Re-use of this site would require termination of current lease (expires in 2029) and result in the displacement of residents in 28 rent controlled apartments.

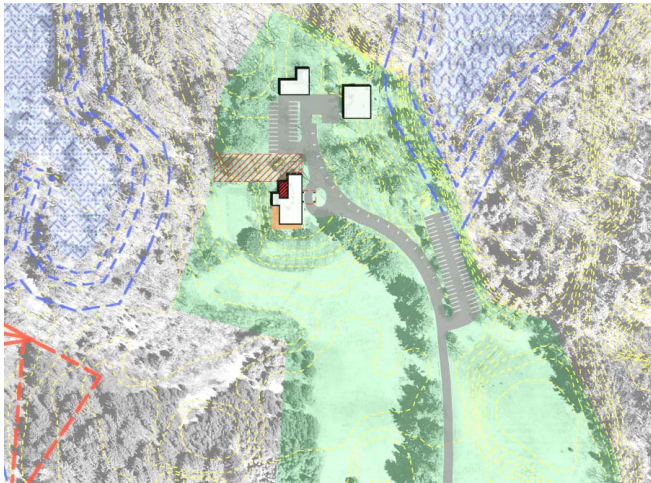


Figure 3-17 Ridge Hill Option 1

Ridge Hill Addition / Renovation

Cost - \$3.1 - \$4.0 M (2008)

New Construction - 2,322 GSF

Renovation - 7,950 GSF

TOTAL 10,272 GSF

Description

Renovation of the existing house with an addition including mechanical space, elevator and toilets.

Evaluation

- + Improvement and use of under utilized site.
- + Opportunity for further expansion.
- Remote location from center of Town. Would require van service as part of its operation.
- No sewer line to existing house.



Figure 3-18 Dedham Avenue Option 1

Dedham Avenue - Pump House Renovation / Addition

Cost - \$12.2 M (2008)

New Construction - 24,280 GSF

Renovation - 4,208 GSF

TOTAL 28,488 GSF

Description

Renovation / addition of the existing pump house. Site improvements include parking for 120 cars.

Evaluation

- + Appropriate land use for a site best suited to recreational uses.
- + Adequately sized site for accommodating senior center on ground floor and required parking.
- Located away from downtown. May require van service as part of its operation.
- Site availability is dependent on the relocation of the DPW's Water and Sewer Division currently located in the pump house.

Overview

While the existing Senior Center is an excellent location to services and downtown amenities, the building is inappropriate as a Senior Center. Options considered include new construction on the existing site as well as alternative locations.

In addition alternative program configurations including the Senior Center combined with a community center, community services departments and / or senior housing. Several options also pursued a potential public / private partnership with the YMCA. These options were discounted due to their cost and additional complexity which would push them far into the future.

Recommendations

1. A residential/Senior Center project on Pickering Street is a very attractive option for many reasons:
 - 1.1 It replaces inefficient/inappropriate housing with new apartments and underground parking.
 - 1.2 It locates a Senior Center in the downtown, albeit with limited parking.
 - 1.3 It allows for the re-design of the Pickering Street activities.
 - 1.4 It's overwhelming drawbacks are the extended time to negotiate the lease, the RFP process for developers and competition for parking spaces which is already an issue.
 - 1.5 Implementation for this option is complicated and distant with unpredictable results.
2. Pump House
 - 2.1 This option presupposes relocation of DPW activities which is already linked to a potential new school.
 - 2.2 The cost of DPW relocation is expensive and the RTS site has limitations to be resolved.
 - 2.3 Otherwise, the Senior Center as part of a recreation complex is very desirable.
3. Ridge Hill
 - 3.1 Ridge Hill is available now, it can be phased and it does not necessarily have to be the final home for the Senior Center. It is an immediate solution to a high priority previously voted by the Selectmen.



Figure 3-19 Greendale Avenue Option 4

Greendale Avenue**Cost - \$37.0 M (2008)****Description**

New construction on an undeveloped town parcel. This option proposes a two story building constructed at the south end of the site, with vehicle storage and service bays at the lower level and offices and division shops on the upper level. Due to the sloping site, both levels would have “at grade” accessibility. A truck access road with a refueling island runs between the building and Route 128, and exits the site on to Greendale at two locations. Siting of the building avoids a sewer easement that runs through the site. The site is zoned residential (Single Residence A) and would require a zoning change (to be voted at Town Meeting).

Evaluation

- + Site affords opportunity for a centralized and efficient layout.
- + Good traffic and site access off Greendale Avenue.
- Zoning change required. Insertion of this new use into a residential neighborhood would meet resistance.
- Undeveloped site and topography result in increased site and building costs.

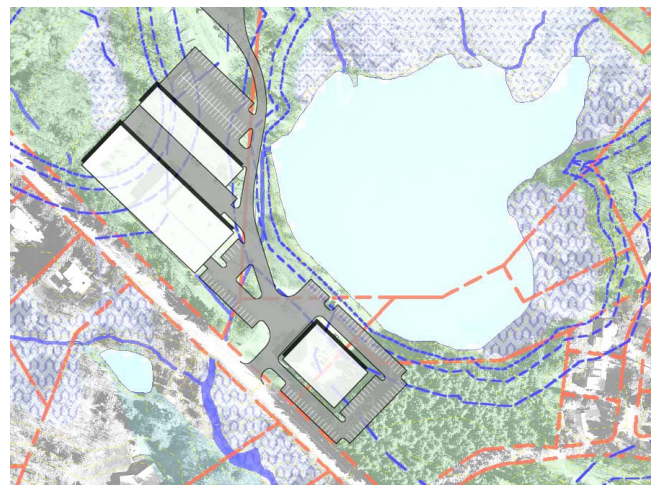


Figure 3-20 Dedham Avenue Option 2

Dedham Avenue Renovation / Addition**Cost - \$25.1 M (2008)****Description**

This option includes: Relocation of offices to a renovation / addition of the pumphouse building; Addition / renovation of the existing DPW building for additional shop and vehicle storage space; New construction of a storage shed with half covered storage and half enclosed storage; And site improvements including additional parking.

Evaluation

- + Continued use of site for DPW would be accepted because of DPW’s history on site.
- + Good vehicular access, utilizing Dedham Avenue (route 135) which is the lightest of the three options considered. This is positive consideration for DPW operations.
- Most challenging construction phasing which would require temporary alternative locations for operations.
- Use of cars, trucks and heavy equipment is detrimental to land use of site for recreational purposes.
- Potentially incompatible with future middle school.

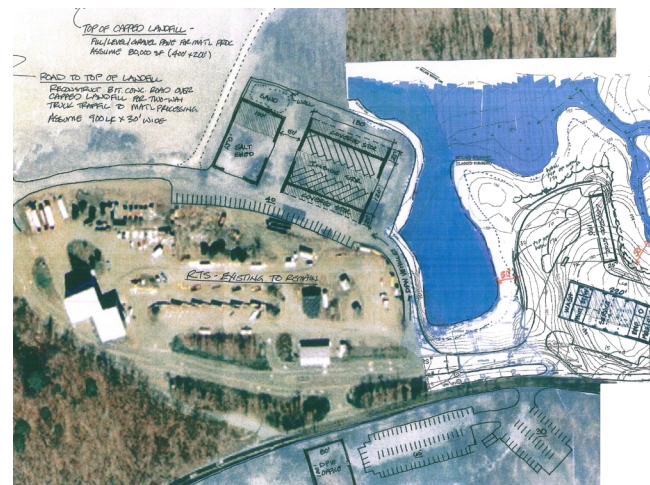


Figure 3-21 Central Avenue Option 9

Central Avenue (RTS)**Cost - \$25.2 M (2008)****Description**

Relocation of the DPW facility to a “campus” of buildings on the RTS site and adjacent town parcels. On the RTS site, the existing material reprocessing area would be moved on top of the landfill and the drop off area would be reorganized. Salt storage and vehicle storage sheds could then be located on the RTS site. Maintenance shops with associated parking and covered storage are located on the “12 acre” parcel to the east. The DPW office building and associated parking would be across Central Avenue at Claxton Park with the two existing baseball diamonds retained. Claxton Park would utilize upgraded existing parking at the adjacent Town Forest and could also share the DPW office parking.

Evaluation

- + Most appropriate site for compatible of land use. There is an inherent appropriateness to locating DPW operations on the same site with the RTS.
- + Most flexible phasing options due to DPW activities being located in discrete buildings. Allowing for the relocation to this site over a number of years.
- Less than ideal site layout. DPW offices are across street from DPW operations.
- Heaviest traffic access of options considered.

Overview

There are several deficiencies to the existing DPW facility which the following options address:

- Existing space too small.
- Garage space is inefficient and inappropriate.
- Non-compliant code egress from second floor office space.
- No handicapped accessibility.
- Indoor Air Quality problems from the garage.
- Environmental Site Issues Non-compliance with Environmental Protection Agency (EPA) regulations regarding stormwater regulations.

Other considerations included in evaluating these options include appropriate land use for a DPW facility in close proximity to recreation land (DeFazio Park, the Reservoir and Golf Course).

All of the costs for the options shown include:

- Offices for Community Development and Public Facilities Departments
- Relocation of the salt storage shed to the RTS site.

Recommendations

All three options have significant problems.

1. Greendale is a residential area.
2. A DPW at Dedham Avenue despite its present use has a land-use conflict.
3. Central Avenue has a roadway access and intensity of use problem.

There is no easy solution to any of these issues. However, a vision for the future use of DeFazio / Golf Course is projected for active/passive recreation and open space.

A DPW at Greendale Avenue in a residential area is problematic. The limitations of the RTS may diminish in time (with possible curbside pick-up), but traffic on Central Avenue will not.

A new alternative site should be investigated with the intent to maintain Dedham Avenue as unique open space.

Emergency Operations Center

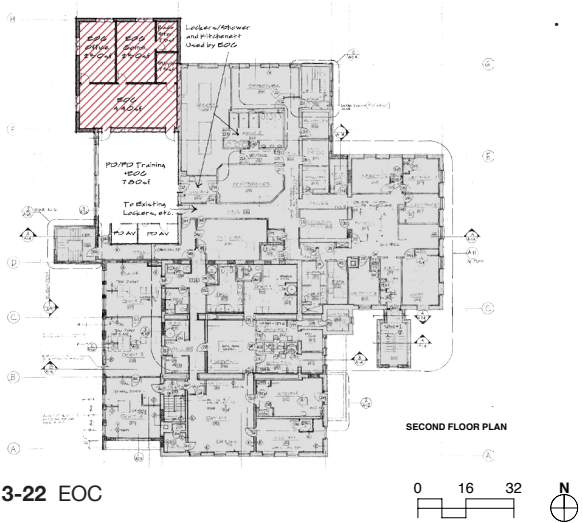


Figure 3-22 EOC

Addition to Public Safety Building

Cost - \$2.1 M (2008)

Description

Demolition and reconstruction of the first floor garage to accommodate a new second floor addition for EOC offices and support space. This will be used in conjunction with the existing Police Department / Fire Department Training Room as a command post for vital town departments in the event of an emergency. Additional existing spaces would support the EOC including the, Locker Room, Showers, Rest Area & Kitchenette.

Evaluation

- + EOC operations are an excellent fit with Police and Fire Department in Public Safety Building.
- + Relocation to Public Safety Building takes advantage of existing spaces to minimize additional required space.

Overview

The proposed option to relocate the EOC to the Public Safety building addresses the deficits of the current facility. Locating the Emergency Operations Center adjacent to police and fire departments, which have significant roles in any emergency event, is also a logical solution. The FWG and architect agreed that no other sites merited further consideration for this facility.

Recommendation

Locating the EOC in a proposed addition to the Public Safety Building is the recommended option for this facility.

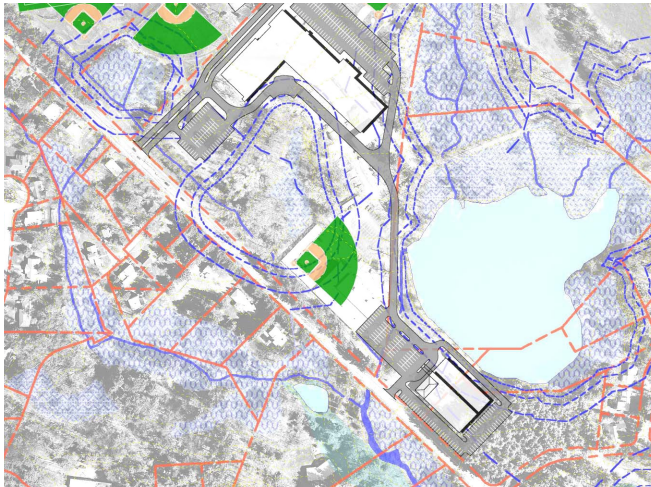


Figure 3-23 Dedham Avenue Option 1

**Dedham Avenue DPW Site
Little League Baseball Field**

Cost - N/A

Description

Should the DPW be relocated one option for the reuse of this site is a little league baseball field. As shown in the site plan above this would not preclude the addition of both a new middle school and the renovation / addition to the pumphouse shown here as a senior center.

Evaluation

- + Appropriate land use for a site best suited to recreational uses.
- + Compatible use for schools.
- Would preclude the potential reuse of the existing DPW facility as a community center.



Figure 3-24 Nike Playfields

Nike Site Soccer Fields

Cost - N/A

Description

One regulation size soccer field (225' x 360'), two smaller fields (165' x 300') and parking can be accommodated on this site with the existing tree line intact except at the old "firing range". The feasibility of this option is dependent on improving the inadequate existing site access. Access options under consideration include an alternate access from the Conservation Commission controlled Ridge Hill property to the Nike site (along the south meadow tree line) which has been rejected by the Conservation Commission and improvements to the intersection used by the existing access road. Lights would not be proposed out of concerns for the negative impact on adjacent habitat.

Evaluation

- + Appropriate land use for an under utilized site best suited to recreational uses.
- Site access remains to be resolved.

Overview

An independent and concurrent study of playfields of DeFazio Park and Memorial Park is underway.

However, within the scope of this study, the addition of a little league field at Dedham Avenue (at the existing DPW site) and the potential use of the Nike Site for playfields have been evaluated.

Recommendations

Both options require further consideration in the context of Master Plan recommendations and the separate playfield study.